FREIGHT TRAFFIC ISSUE

How Alton & Southern uses new **car-tracing** system to serve shippers . . . . . p. 38

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September 25, 1961

RAILWAY AGE WEEKLY

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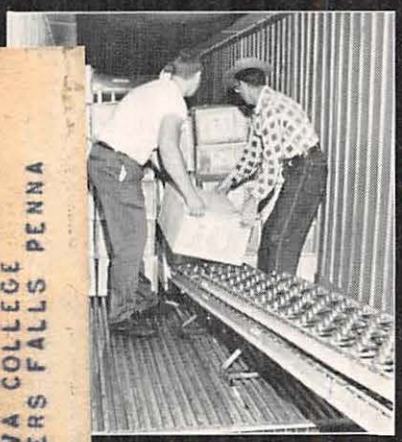
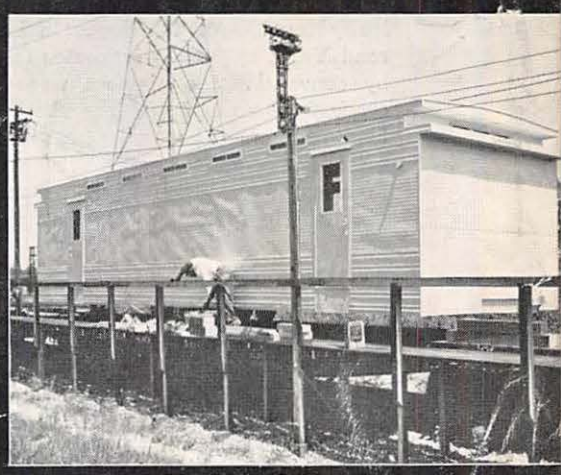
BEAVERS FALLS PENNA



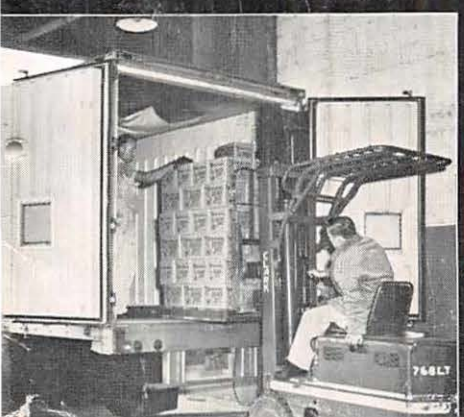
Fresh Poultry

Why New Users Like Piggyback



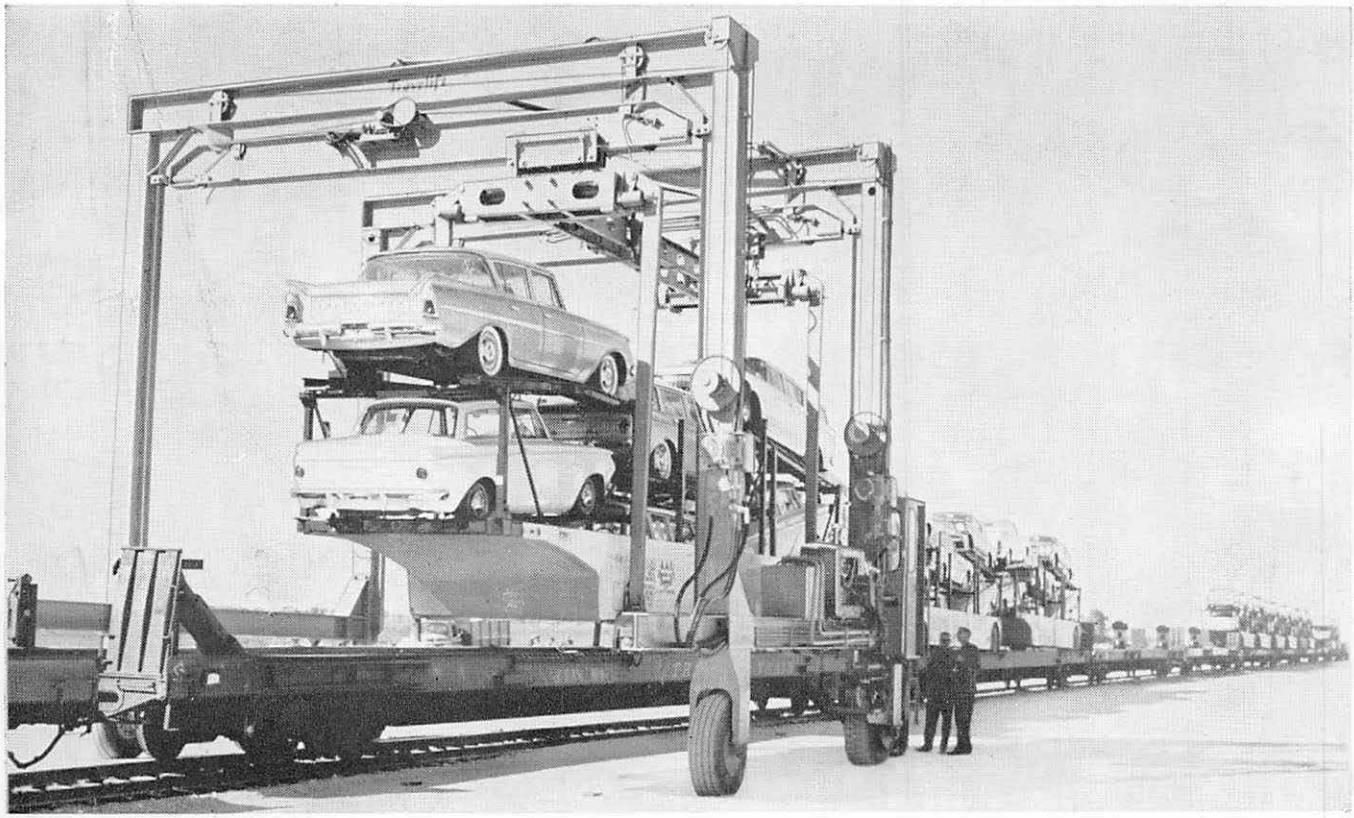
Mobile Schools

Chilled Fruit and Juice



p. 14

EVERY 8 HOURS OVER 100 CAR TRAILERS GET A "LIFT" FROM TRAVELIFT



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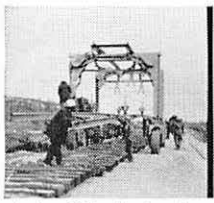
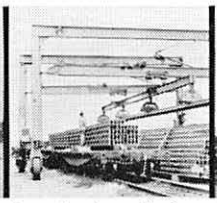
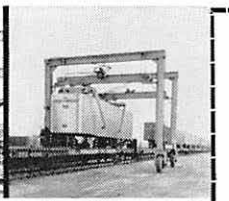


Laying 78′ rails to spike to gauge takes Travelift precision.



Transferring rails from stock pile to flatcar takes Travelift traversing.



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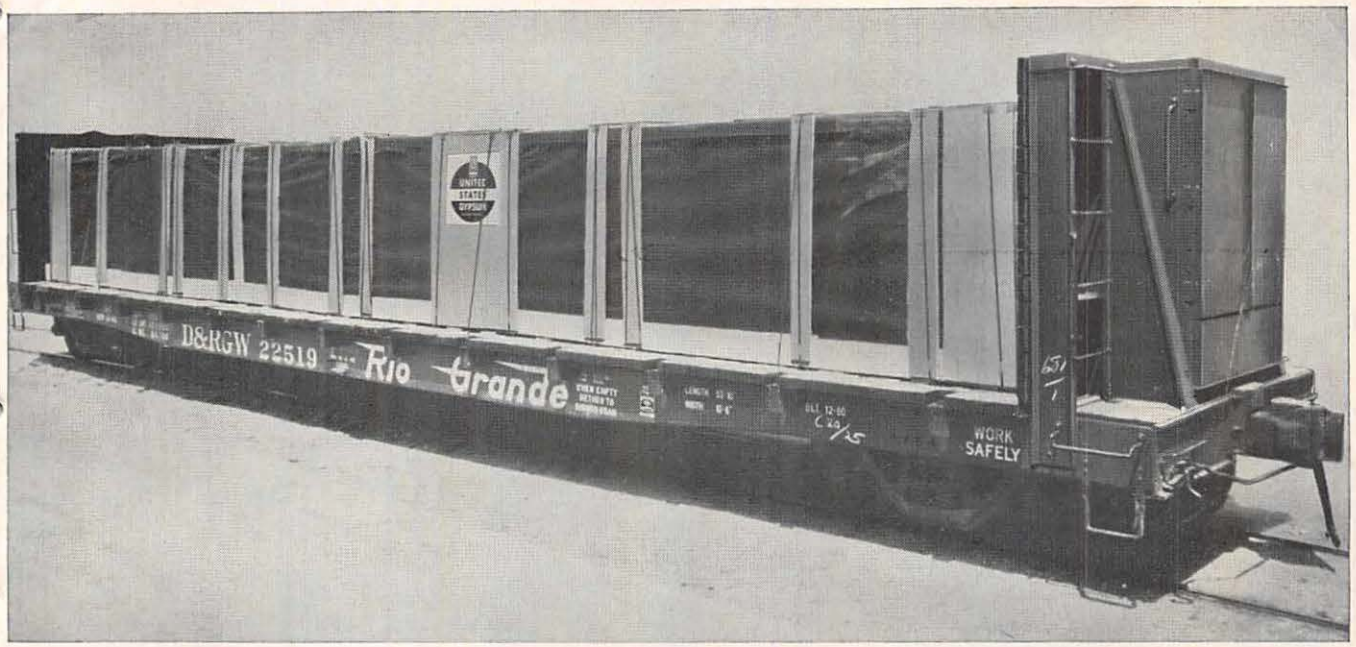
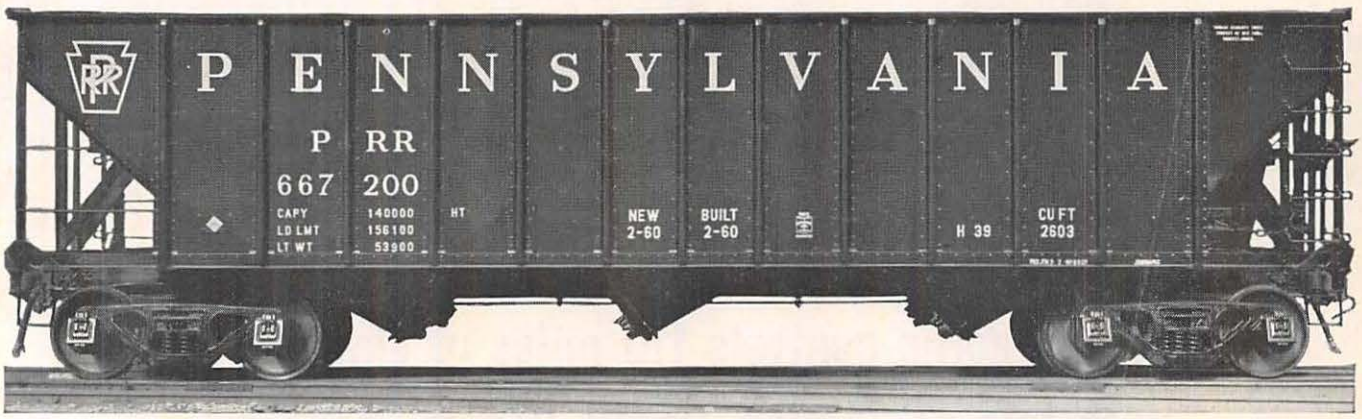


SPECIAL-PURPOSE...



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BETHLEHEM STEEL

Canadian Pacific controls 110 miles of single track with this new Union Traffic Control Center

The Canadian Pacific Railway recently installed a Union Traffic Control Center on one of the busiest sections of CPR track in Western Canada . . . and abandoned one of the prior two tracks.

The new unit controls 110 miles between Moose Jaw westward to Swift Current, Saskatchewan. In this busy 110-mile stretch are ten sidings, each capable of handling 150-car freight trains. A total of 25 locations are controlled by this new Union Traffic Control Center.

With Union Traffic Control Centers, railroads can consolidate control in strategic locations and ultimately control an entire railroad from one central point. The Traffic Control Center is flexible. It expands vertically and horizontally to accommodate additional track diagram modular units. In fact, the Canadian Pacific Railway will be able to control train movements eastward from Moose Jaw to Broadview, Saskatchewan, a distance of 134 miles, by adding another tier of track modules to this Traffic Control Center in Moose Jaw.

TCC can also be applied to all types of interlockings, as well as CTC. And lastly, it can be used with any existing control system.

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RAILWAY AGE

WEEK AT A GLANCE

Sept. 25, 1961 • Vol. 151, No. 13

East, Midwest, West: the merger pot boils

Items: PRR's chairman opened a door—and NYC's president shut it—for renewal of PRR-NYC talks; L&N and MoPac sought C&EI; AC&Y asked to join N&W-NKP-Wabash ....p. 9

How to modernize the Interstate Commerce Act—Part II

Transport regulation needs to be brought up to date, say most respondents to this month's Traffic Poll. Here are some provocative suggestions for doing the job p.13

Why new users like piggyback

They like it because it gives them fast, economical and dependable transportation for their products. And the Seaboard Railroad's piggyback service is a good case in point p.14

Ballantine brewery opens new transport center

The center is a major element in the New Jersey brewer's two-year, $10-million-plus expansion program. It is served by 5,150 ft of newly built railroad track p.28

Alton & Southern uses new car-tracing system

Shippers can locate cars routed through the St. Louis gateway on the A&S "simply by telephoning the railroad's nearest sales office," says A&S President R. K. Heineman p.38

Test results released for diesel-hydraulics

Performance data on the Austrian trials of the new Krauss-Maffei locomotives, said to be the largest single-unit diesel locomotive ever built, are now available p.54

New M/W concepts needed, Chicago convention is told

Some basic changes in the thinking of M/W officers are in order, D&H's J.P. Hiltz, Jr. told the Roadmasters' and B&B conventions in Chicago last week p.56

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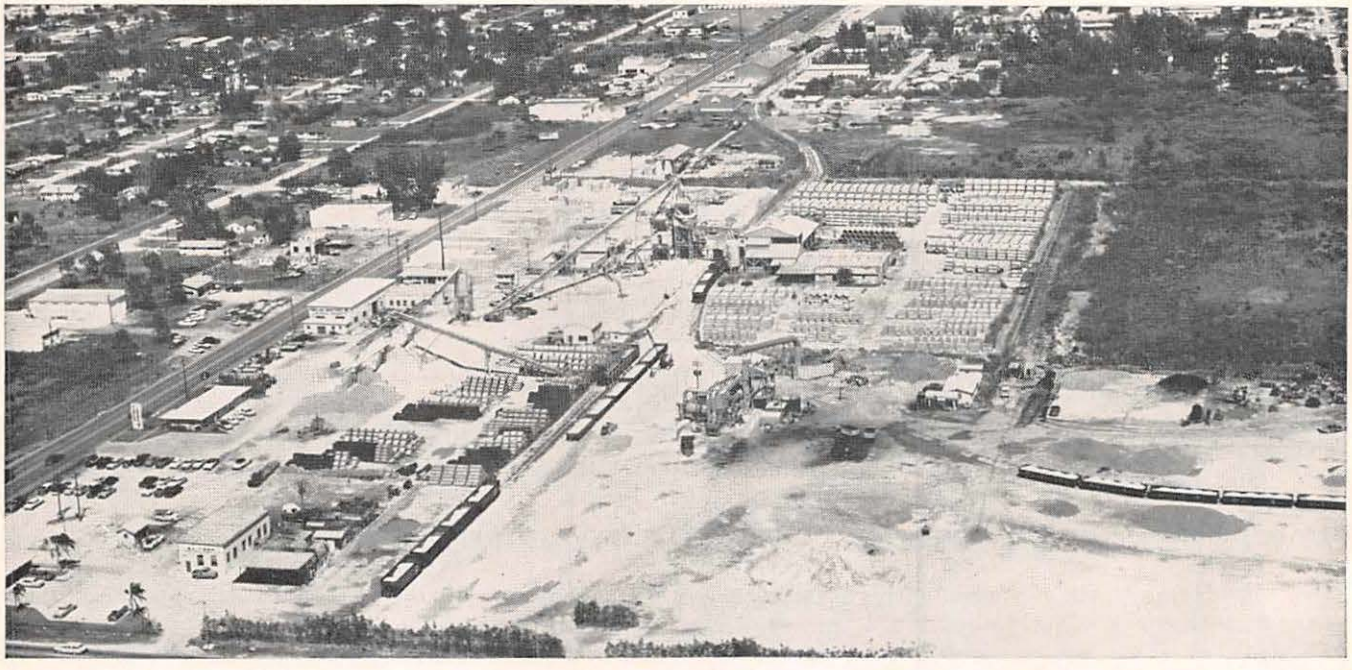
Shippers Along the Coast Line

W. L. Cobb, president of Pinellas Industries, Inc., entered the road-building field 40 years ago. In 1932, he formed the W. L. Cobb Construction Company, which he still heads as president; and in 1953, he organized Pinellas Industries, Inc. He is a member of the Association of General Contractors, Florida Road Builders Assn., Inc. and numerous other trade associations.

In St. Petersburg, Fla....

Pinellas Industries Makes Concrete Pipe for a 150-Mile Radius Territory



Pinellas Industries, Inc., plant, St. Petersburg, Fla.

Pinellas Industries, Inc., services an area within 150 miles radius of St. Petersburg with concrete pipe. The firm also supplies Greater St. Petersburg and the Gulf beaches with concrete block and ready-mixed concrete.

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RAILWAY AGE

WEEK AT A GLANCE

Railway editors plan new fight on L&D

ARMEA, at its annual convention, voted to join forces with AAR's Loss and Damage prevention Section in an industry-wide fight to put new life in the claims battle p.60

More job protection proposed

An emergency board has recommended that the principle of job protection be extended to employees adversely affected by technological and organizational changes p.61

Better future seen

The Pacific Coast Shippers Advisory Board heard predictions of a profitable and "exciting" future, if sound principles of business logistics are applied to transportation p.63

The Action Page—What experts prescribe

The National Industrial Traffic League's recent comprehensive statement on proposed transport legislation deserves attention because of its understanding of the problems involved **p.66**

Short and Significant

First successful movement of fresh strawberries in piggyback . . .

using Polarstream liquid nitrogen refrigerant was announced last week by REA Express. Movement was from Watsonville, Calif. to Denver, via SP-UP, in an REA Leasing Corp. trailer.

A rail-air cargo interchange agreement . . .

between Atlantic Coast Line and Pan American World Airways provides for transfer at Miami airport of freight moving both ways between this country and Latin America.

Unskilled and newly hired non-operating employees . . .

would be paid at 80% of existing rates, in a new wage scale proposed in notices served on non-ops by Class I roads. No change is proposed for skilled employees.

Current Statistics

Operating Revenues	
7 mos., 1961	$5,172,751,368
7 mos., 1960	5,649,149,714
Operating expenses	
7 mos., 1961	4,202,969,598
7 mos., 1960	4,469,217,816
Taxes	
7 mos., 1961	559,167,016
7 mos., 1960	617,207,528
Net railway operating income	
7 mos., 1961	181,605,194
7 mos., 1960	354,593,181
Net income estimated	
7 mos., 1961	81,000,000
7 mos., 1960	248,000,000
Carloadings revenue freight	
36 wks., 1961	19,245,070
36 wks., 1960	21,431,353
Freight cars on order	
Sept. 1, 1961	9,690
Sept. 1, 1960	23,866
Freight cars delivered	
8 mos., 1961	22,439
8 mos., 1960	39,419

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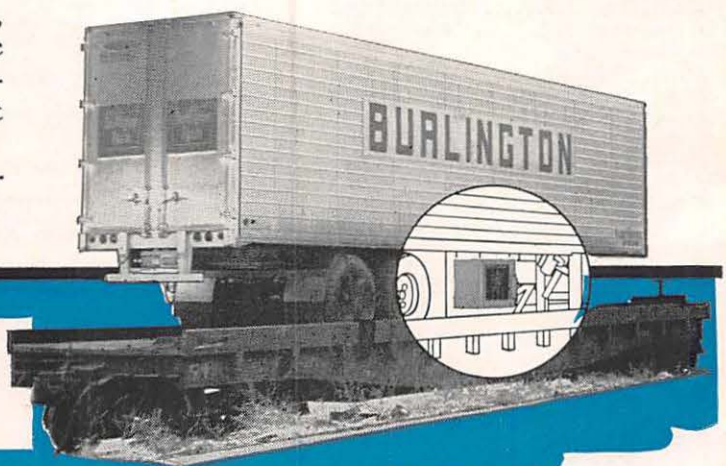

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East, Midwest, West: The Merger Pot Boils

► **The Story at a Glance: In Washington, J. M. Symes, PRR chairman, appeared as a C&O witness in the hearings on competing C&O and NYC applications to control B&O. Pennsylvania, he said, would still be interested in a PRR-NYC tie-up. NYC President Perlman replied that NYC would not. Also in Washington, but in another case, AC&Y asked to be included in the proposed N&W-NKP-Wabash merger. Meanwhile in Chicago, both L&N and Missouri Pacific separately announced an intention to gain control of C&EI. And in San Francisco, Santa Fe and Southern Pacific were getting set for the second stage of hearings in their struggle to gain control of WP.**

James M. Symes, chairman of the Pennsylvania, last week appeared as a Chesapeake & Ohio witness to rebut testimony of Alfred E. Perlman, president of the New York Central, in the ICC case involving competing C&O and NYC applications for authority to control the Baltimore & Ohio.

The rebuttal testimony, offered by the PRR chairman at the Sept. 20 session of Washington hearings before ICC Examiner John L. Bradford, related mainly to PRR-NYC merger negotiations undertaken in November 1957 and suspended a year later.

Mr. Perlman had testified that, from the outset of these PRR-NYC talks, he had misgivings that a merger of those two large roads would not be in the public interest because it would preclude the creation of balanced competitive systems in the East.

Mr. Symes stated that the NYC president "never made such a statement in my presence." Asked for his opinion as to why NYC suspended the discussions, the PRR chairman said he believes "that they really felt they would be in a better trading position some years later than they were at that time." Mr. Symes got this idea from a statement which he said was made by a former Central director—William Eppler.

Citing studies which indicated that annual savings from a PRR-Central merger would amount to about $100 million, Mr. Symes said PRR would still be interested—"if Central wanted to talk to me again . . . providing we could get agreement as to good faith and other stipulations."

Mr. Perlman, who heard Mr. Symes, told reporters that he still stands on his testimony. He also said he is not interested in resuming PRR-Central merger talks.

Meanwhile, Central's vice-president —law, R. W. Minor, had stated for the record that Mr. Perlman was adhering to his testimony, without qualification or reservation.

Mr. Symes also referred to "inferences in the record to the effect that probably we might have agreed with somebody not to oppose a merger in this case so they wouldn't oppose another merger."

Presumably, the other merger is the pending Norfok & Western proposal to merge with Nickel Plate and lease the Wabash.

Mr. Symes continued: "I want to say very specifically, categorically, that we never had any agreement with anybody in writing or orally on that subject."

Other testimony at the Washington sessions included that of R. R. Manion, assistant to the president of Central, and Walter B. Wright, executive consultant in the revenue research department, C&O.

The hearings were scheduled to go "on the road" this week if the Washington sessions were concluded by Sept. 22. The schedule called for sessions at Boston, Sept. 25; Syracuse, Sept. 26 and 27; Detroit, Sept. 28 and 29; Indianapolis, Oct. 2; Chicago, Oct. 3; Cleveland, Oct. 4, 5 and 6.

Meanwhile in the Midwestern merger arena battle lines were being drawn for the impending fight for control of strategic Chicago & Eastern Illinois. Within the next few days Louisville & Nashville is expected to ask ICC approval of its bid to exercise control of C&EI. Last week L&N added to its recent purchase of 90,000 shares of C&EI common stock and now holds a 26% voting interest, an estimated 114,000 shares, making it the largest single C&EI shareholder. L&N's holdings in the Chicago-based road have been placed in a voting trust pending ICC action on its control application.

Missouri Pacific, owner of 71,204 shares of C&EI's outstanding stock (including enough Class A shares to block any merger involving C&EI) also wants to gain operating control of the 862-mile Chicago-St. Louis rail link (RA, Aug. 21, p. 8). Prompted by L&N's stock acquisition and proposed control bid, MP last week asked the ICC for authority to control the C&EI through acquisition of a majority of C&EI capital stock. MP said that "mere negative opposition to an application by the L&N would neither improve the financial condition of the C&EI nor put Missouri Pacific in a position to maintain parity with the L&N."

Both MP and L&N have considered merging with C&EI. MP's offer was rejected by C&EI directors last year and, according to C&EI President David O. Mathews, a C&EI-L&N merger study "is continuing and should be completed about Dec. 1."

L&N President William H. Kendall said that L&N purchase of C&EI securities was made "in the light of the studies being progressed." He added that MP's acquisition of C&EI stock "does not present a conflict between the two companies."

In St. Louis, a Missouri Pacific spokesman said "the public and its own interest could be served and the preservation of the St. Louis and Thebes gateways to the southwest secured by an equally strong ownership on behalf of Missouri Pacific and L&N coupled with a substantial public holding and representation."

As MP and L&N gird for battle other Chicago-based roads are not expected to sit idly by and watch either one gain control of C&EI.

In another development in the fast-changing merger field, the Akron, Canton, Youngstown urged the Interstate Commerce Commission to include it in the proposed Norfolk & Western, Nickel Plate, Wabash railroad merger.

Inclusion of the AC&Y will strengthen such a merger by providing substantial additional traffic and revenues, and sizeable savings, the Akron company said in a petition filed with the ICC by its Washington counsel, former U. S. Attorney General William P. Rogers.

Failure to do so would jeopardize the "essential service to the public which

the AC&Y now provides," the petition declared.

The AC&Y is an independent Class I railroad operating 170 miles of main line between Akron and Delphos, Ohio. In addition to its role as primary rail carrier in the Akron area, it interchanges freight with seven other railroads at 21 connecting points.

The 50-year old railroad, long known as a profit-maker, informed the Commission that it "is presently a strong railroad . . . in sound financial condition . . . and its inclusion would provide substantial additional traffic and revenues to those now anticipated by the merged lines."

It said that otherwise merger would "spell the complete encirclement and ultimate suffocation of petitioner's railroad by a giant billion-dollar railroad complex with which petitioner cannot hope to compete."

In the Far Western merger situation, Phase Two in the Santa Fe-Southern Pacific battle for control of Western Pacific opens in San Francisco Oct. 2, when ICC Examiner Paul C. Albus shifts the site of the reconvened hearings to the Fairmont Hotel. The agenda calls for cross examination of SP and AT&SF witnesses who were permitted to give only direct testimony at the initial hearings. The session will close Oct. 13, with the last four days reserved for Western Pacific to tell why it prefers to be controlled by Santa Fe rather than SP.

SP will have opportunity to rebut WP testimony—and Santa Fe charges—when the hearings return to San Francisco following evidence-gathering sessions in Los Angeles, Salt Lake City, Seattle and Portland during the last two weeks of October.

Tentative plans are for completion of the WP control hearings about mid-November.

Presidents of the Great Northern, Northern Pacific and the Chicago, Burlington & Quincy were preparing last week to argue the case for unification of their railroads, along with SP&S, into the proposed 24,000-mile system, Great Northern Pacific and Burlington Lines. The massive consolidation has been under study for five years and now faces its major hurdle—ICC approval. First public hearings in the proceeding, originally scheduled for Sept. 19, are now set to begin Oct. 10, in the Federal Building, St. Paul, Minn., with Examiner R. H. Murphy presiding.

WATCHING WASHINGTON WITH WALTER TAFT

• **THE CLOSE VOTE** of 9 to 8 by which the Senate Commerce Committee refused to revise S.1197, the anti-rate-freedom bill, points up the political power of the bill's proponents. Foremost among these proponents is President James R. Hoffa of the International Brotherhood of Teamsters, whose drive for the bill has given it the "Hoffa bill" label.

THE BILL would emasculate the 1958 Transportation Act's rate-freedom provisions. It would require that ICC consideration of competitive rates must include consideration, among other tests, of the competitive necessity for them, their tendency to cause "an unjust burden upon other traffic," and their effects on the earnings of carriers proposing them and on a "lawful rate structure." The ICC has warned that enactment of the bill could bring "a long period of chaotic uncertainty in rate-making."

THE NARROW VICTORY for railroads and other defenders of rate freedom came at the Senate committee's September 15 executive session. The 9-to-8 vote was on a motion to reconsider an earlier committee vote of 12 to 3 to postpone further action on the bill until next year. But the fight is not over—for the bill remains alive and will be on the committee's calendar for 1962, an election year.

THE IMPORTANCE which committee members attribute to the controversy was emphasized by the 9-to-8 vote. That put all 17 members of the committee on record. Not all members attended the meeting, but absentees made sure that they voted by proxy.

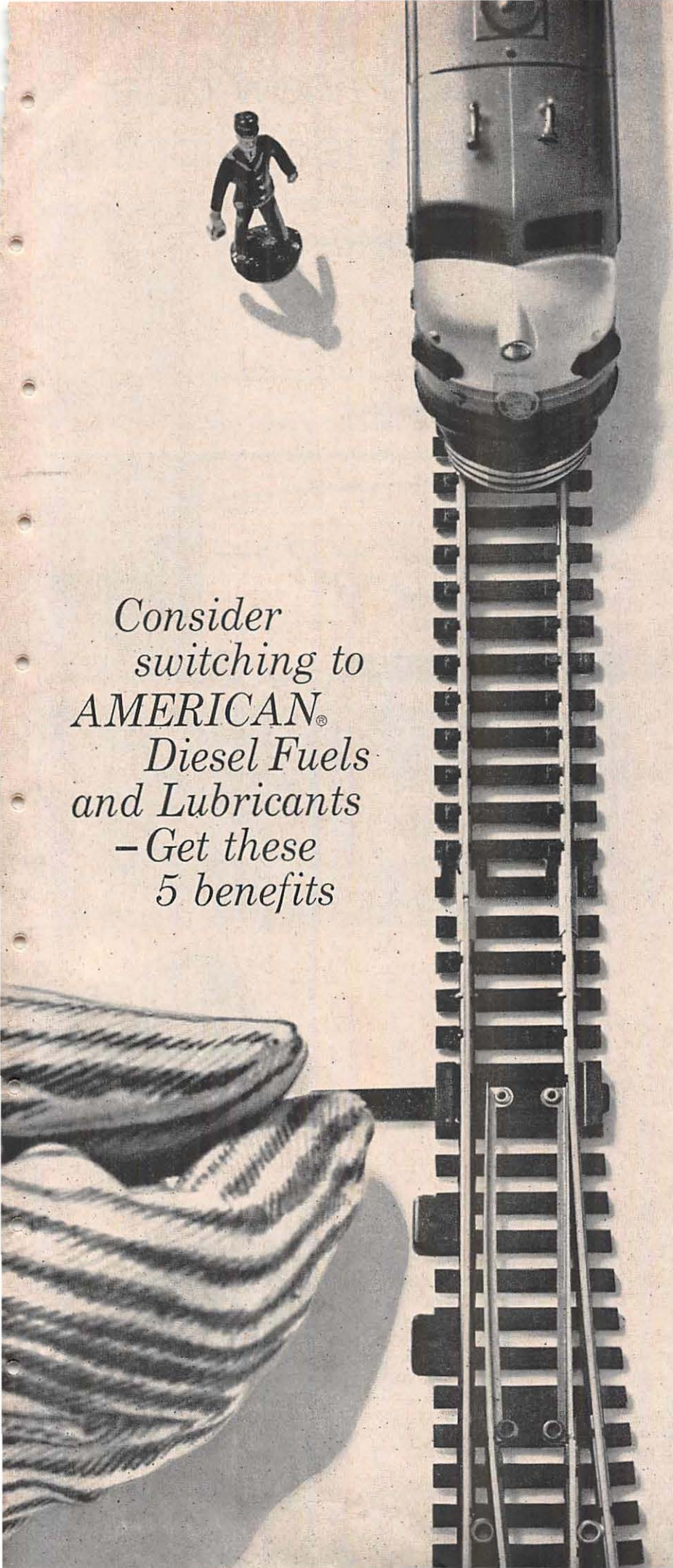
THE NINE VOTES against reconsideration came from five Republicans and four Democrats. The Republicans were Senators Schoeppel of Kansas, Butler of Maryland, Case of New Jersey, Morton of Kentucky, and Scott of Pennsylvania. The Democrats were Senators Smathers of Florida, Thurmond of South Carolina, Lausche of Ohio and McGee of Wyoming. Only one Republican—Senator Cotton of New Hampshire—voted for reconsideration, which got its other seven votes from these Democrats: Committee Chairman Magnuson of Washington, Pastore of Rhode Island, Monroney of Oklahoma, Yarborough of Texas, Engle of California, Hartke of Indiana, and Bartlett of Alaska.

ANOTHER anti-rate-freedom bill is also alive on the committee's calendar, but it has been dormant since its introduction early this year. It's S.1089, sponsored by Senator Yarborough. Its approach is different from that of the Hoffa bill. It would amend the Interstate Commerce Act's anti-discrimination provisions to condemn competitive rates where their effect might be to "substantially lessen competition" between shippers at competitive points and those lacking similar carrier competition.

• **TRANSPORT STUDY** under way at the Department of Commerce is proceeding "quite well," Secretary of Commerce Hodges said last week. The study is that requested by President Kennedy as a basis for the transport message he plans to send Congress next year (RA, Sept. 4, p. 32).

SECRETARY HODGES will make his recommendations to the President by November 1. He said that presentations submitted by interested parties (which include the railroad industry) have already been reviewed, but it's not too late to file supplemental statements.

NO NEW IDEA has been advanced for solution of the transportation problem, Mr. Hodges said. He thinks, nevertheless, that the presentations have put the old ideas "into focus."



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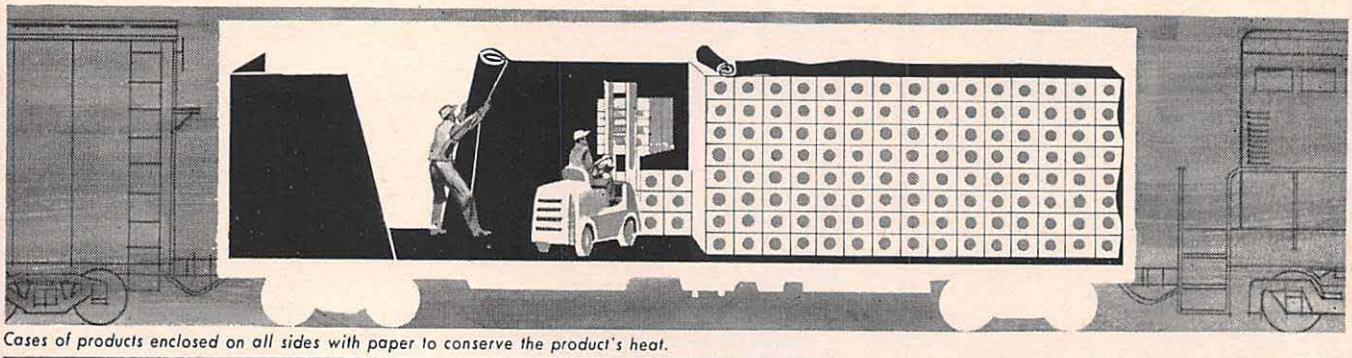
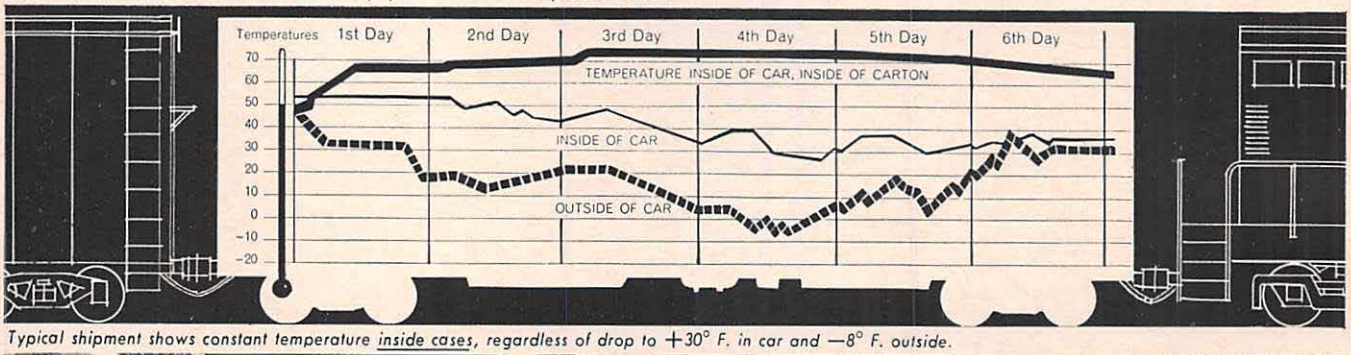


Cases of products enclosed on all sides with paper to conserve the product's heat.



Typical shipment shows constant temperature inside cases, regardless of drop to +30° F. in car and −8° F. outside.

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Yet it will provide tremendous savings for shippers of many products liable to damage from extreme cold weather. Nearly everyone now using alcohol or charcoal heaters (at $14 or more per car!) to ship commodities in winter will welcome this news.

The idea grew out of test shipments prepared for Midwest manufacturers by our Creative Crews. Cases of temperature-sensitive perishable products, with a body heat approximating 70° F., were placed in an insulated freight car without heaters. They were covered with paper to prevent circulation of air around the cases. In some instances, the carton itself conserves the heat *without paper*. The products *retained their full latent heat for 4 days*, though the temperature outside the car ranged from 32° F. to −8° F.

With today's fast freight schedules, four days is a long haul. You can see that this new method means a saving on heaters. It also means *rate-savings* that come with the use of larger, bigger-volume insulated cars. For example, in the test one manufacturer saved a total of $100 per car through combined rate-savings and heater economies!

We are now arranging test shipments for this fall and winter. If you would like to see whether your product's latent heat can be turned into big savings, *write, phone* or *wire* now to: *Walter W. Kremer, Vice-President—Traffic, The Milwaukee Road, Rm. 774, Union Station Bldg., Chicago 6, Illinois. PHONE: 236-7600.*

How to Modernize the IC Act—Part II

Proposition

In its issue of July 31 Railway Age said, editorially:

"Regulation of railroads is no longer adequately performing its primary function of protecting the interests of purchasers of transportation service. Regulation was designed originally to safeguard the public from monopolistic and discriminatory practices. It has degenerated, instead, into a device which, too often, serves merely to prevent railroads from competing effectively with other modes. . . . The solution to the problem seems to call for a thorough job of pruning down the Interstate Commerce Act to actual present-day necessities. . . . Part I . . . should be trimmed down to a dozen pages—not just by compressing the wording, but by eliminating non-essentials.

"Have our readers (shippers especially) any suggestions?"

Question

How would you answer the question above, i.e., how would you suggest "pruning down the Interstate Commerce Act to actual present-day necessities?"

Modernization of the Interstate Commerce Act would be, as one shipper puts it, "a tricky play." It is, however, "a job that badly needs to be done," in the opinion of most of those answering this month's Poll (see also RA, Aug. 28, p. 13). Some of them suggested techniques by which that job might be accomplished.

"The only practical way," says one industrial traffic man, "would be to have a group composed of industrial, rail, highway, forwarder and water carrier traffic men, plus representatives of the ICC, sit down and go over the act literally page by page to trim it down to necessity. No one group can or should do this, since the act is designed for every phase of transportation."

"Why not," asks another, "let the Interstate Commerce Commission itself appoint a committee from its body to rewrite regulation under one section that would apply to all modes?" After "essential exceptions" are incorporated, "the proposed new regulation could be passed on to Congress for its review and action."

A third man, who believes "the antiquated Part I should be brought up to date to fit present-day needs," proposes "a committee of equal numbers appointed by the railroads and those who purchase rail transportation, with competent legal talent available to each—all to be well-versed in transportation matters and delegated to act with unselfish interest." Similar procedure, he suggests, should be followed with Parts II, III and IV, "and finally a committee delegated to bring all sections in harmony with each other for approval by Congress."

A fourth idea calls for a "paragraph by paragraph" review of the entire act, but "by well-versed transportation men, rather than by Congressional committees."

Similar lack of confidence in Congress' ability to act wisely on transportation matters is implied also in a fifth reply. The present act, this respondent says, "contains too much outdated legal language for direct and purposeful application to today's requirements. Trim down and blue pencil heavily—perhaps even consolidate all four parts toward equal application to all forms of transport, to avoid strict regulation of one against another."

"But," the same man continues, "how you gonna accomplish all this unless we assemble in the halls of Congress Senators and Representatives who are not 'company lawyers—back home'? How you gonna accomplish it by staffing Senate and House Interstate and Foreign Commerce Committees through the process of seniority instead of requiring specialized knowledge of, and training in, such affairs? Business organizations and industry demand specialists to administer and conduct transportation affairs. Why stop there? Why not demand the same of those who enact the regulations by which we submit to be regulated?"

Other answers, too, reflect considerable pessimism as to the chances of making any real headway. "It will develop," one man fears, "into a long-protracted, voluminous investigation with charges and counter-charges. The result will be bundles of testimony, a long, involved report, and further confusion." Any attempt to trim down the act, a Texas shipper agrees, "will result in a long drawn-out conflict between different modes of transport."

Another reply—which advocates a complete rewriting of the act instead of "trimming down"—reflects even deeper pessimism. "If and when the act is rewritten, it will probably be the same old story. Whoever has the current big stick—rail, motor, water or air—will close their eyes to the shipper or the general public and just beat 'L' out of the competition."

A West Coast traffic man, conceding the existence of a problem "for which a solution should be sought," confesses "I do not know how"; then adds:

"When Kennedy gives his transportation message to Congress early in 1962 we may all wish to continue 'struggling' with the act as now written."

This man, incidentally, is one of the few who expresses considerable doubt about the advisability of any major changes. It "appears," he says, "that improvement could be made, but action must be handled with caution because this 'over-regulation' concept could reverse itself completely. It could be a pendulum that might swing violently to the other side."

One of his close neighbors takes much the same attitude—that "trimming down the act" is unnecessary and could be "potentially harmful." The real competitive threat, in his opinion, "does not exist as between regulated forms of transportation, but comes from the unregulated segment of the industry . . . including vehicles carrying exempt products as well as those performing unauthorized and illegal services." "To strengthen the act and its

(Continued on page 44)

Part I of this Poll, reported in Railway Age Aug. 28, p. 13, indicated that shippers agree in general—though not necessarily in detail—with the editorial statement quoted in the Poll proposition. They still want basic transport regulation, but would, overwhelmingly, be willing to see regulatory laws simplified, modernized and equalized.

Part II of the Poll, beginning on this page, covers those replies which relate to possible methods of revising the Interstate Commerce Act, and to functions which might be left to the ICC if such revision were to be accomplished.

Because so many respondents asked not to be quoted by name or title, Railway Age is, this month, refraining from its usual practice of attributing Poll replies to their individual writers. —Editor.

New Users Tell What They Like

Piggyback—with its steady growth—has been a consistent bright spot in the carloadings picture at a time when revenues for Class I railroads as a whole are running almost half a billion dollars under revenues for the same period last year. And much of the traffic in the trailers is new to the rails.

What is there about piggyback that continues to bring new customers to the rails? What do new users like about piggyback service—and what are the prospects for future growth? What obstacles need to be overcome for more growth right now?

For answers, Railway Age went to a typical piggybacking railroad—the Seaboard Air Line. Questions were put to Seaboard's traffic people, to their piggyback specialists, to their operating men—and to their customers. Here's the story they told.

"Piggyback puts us in a competitive situation in markets we haven't been able to reach before. If we get the service we need, we could ship 60 trailer loads of chickens a week to markets in New York, Boston and Philadelphia. We're just at the beginning."

With these remarks, a poultry processor in Georgia explains why he shipped 15 trailer loads in the last month by piggyback. Six months ago, all his outbound traffic moved in exempt highway trailers.

"The rail service provided by piggyback makes it possible for us to return to rail transportation." So says a large shipper of chilled fruit juice from central Florida. He adds that the operation, currently confined to movements to the New York area, is under consideration for other areas.

In Tampa, Fla., an automobile warehouser is building a 14-acre facility to wash, undercoat and service new automobiles for area dealers. The new facility is equipped with its own ramp for unloading bi-level and tri-level auto TOFC. It is designed to save individual dealers the high cost of maintaining large stocks of autos in downtown salesrooms, yet let them draw on a large inventory for prompt delivery to customers.

In Jacksonville, a coffee packer needs about four trailer loads of cans every eight hours to keep up with his production schedules—and has a shortage of warehouse space for storing cans. For the last two months, he has been scheduling two trailers a day by piggyback. The trailers in the service, specially constructed by Seaboard with conveyors in the floor to speed loading and unloading, make a round trip every day between Jacksonville and the American Can Co. plant in Savannah, 139 miles away.

In Richmond, a manufacturer of mobile, trailer-type schoolrooms found that his expanding market in the southeast was running into problems because highway restrictions in several states made it difficult to deliver the mobile schoolrooms. After two shipments via piggyback on a trial basis, 13 more have been made. If the market expands as the manufacturer expects, piggyback will receive a fair share of the business.

The shippers cited above—the poultryman, the fruit juice producer, the coffee packer, the auto warehouser and the schoolroom manufacturer—have little in common except a need for fast, economical and dependable transportation for their products. All of them find that in piggyback.

Take the movement of ice-packed poultry. A processor in Georgia who ships fresh-killed poultry to New York markets has had to pay from three-tenths-of-a-cent to five-tenths-of-a-cent more per pound for freight than his competitors in areas closer to the city. As a result, Georgia poultry producers have been at a competitive disadvantage in the New York markets.

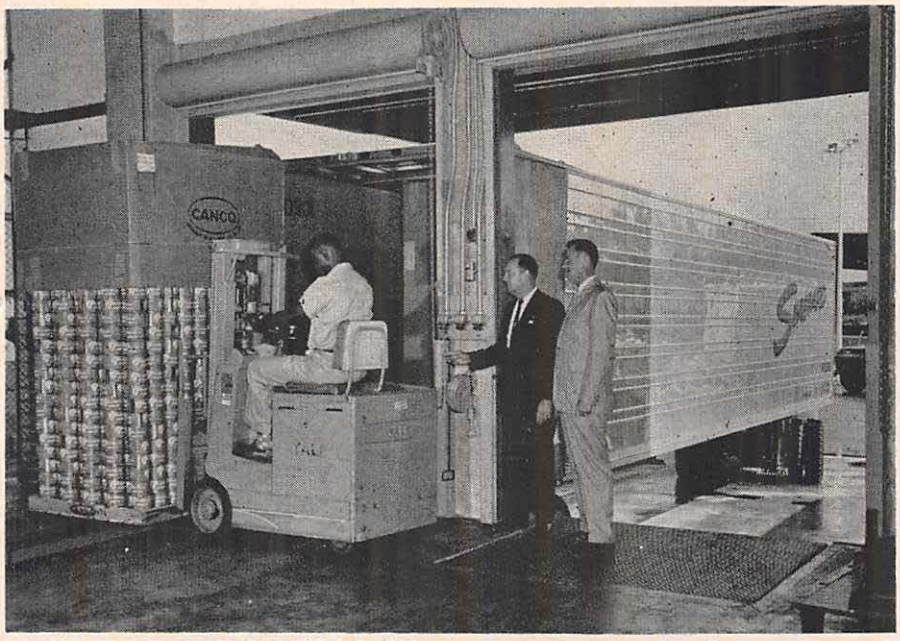
Railroad piggyback trailers have helped change that situation. Seaboard pioneered in offering piggyback service to the New York area. Piggyback movement of poultry from Atlanta, Athens and Gainesville, Ga., began April 11 of this year with a test movement of two trailers to the New York area. Regular movement began two weeks later to Portsmouth, Norfolk and Richmond, Va., Washington, D.C., Baltimore, Md., Philadelphia, Pa., and Kearny, N.J., ramps for delivery to the various metropolitan areas served by these ramps.

The poultry is packed in ice in individual packages. Loaded into trailers furnished to Seaboard from the Fruit Growers Express pool, the entire load is top-iced.

The FGE trailers used are 40-ft long outside, with cubic capacities ranging from 1,809 to 1,984 cu ft. All the trailers are equipped with six inches of insulation, and have mechanical refrigeration units. Most of the poultry processors, however, use the ice pack rather than the mechanical refrigeration unit. Poultry is moved under Plan II, with one rate to cover loading and

POSSIBLE EXPANSION OF PIGGYBACK SERVICE is discussed at Tropicana Products headquarters in Bradenton, Fla., by Tropicana Vice President Edward H. Price, Jr. (left) and President Anthony C. Rossi (center) with John P. Derham, Jr., SAL vice president—freight traffic.

About Piggyback—and Why



MAXWELL HOUSE COFFEE CANS from American Can Co. plant at Savannah are delivered every morning in Jacksonville via SAL piggyback. Two trailers, specially built for rapid unloading, make the round trip each day. C. L. Bergmann, General Foods production coordinator, and T. B. Cash (right), SAL district freight agent, check trailer on arrival.

movement of fresh ice-packed poultry and another to cover movement of fresh poultry when mechanical refrigeration is used. Rates are based on a minimum of 25,000 lb of poultry per trailer.

The service presently provides second-morning delivery from Atlanta, Athens and Gainesville twice weekly, leaving on Tuesdays and Saturdays during heavy perishable seasons at 9:30 p.m. and arriving at the piggyback ramp at Kearny, N.J., at 2:00 a.m. on Thursdays and Mondays, respectively.

Outside the heavy perishable season, second-morning service is provided leaving the same points at 1:45 p.m. Tuesdays and Saturdays and arriving at the Kearny ramp at 11:00 p.m. Sundays and Wednesdays for Monday- and Thursday-morning placements. The Seaboard plans to expand second-morning service on additional days of the week to the various eastern destinations.

Prospects are that business will increase. As W. T. Ellison, Sr., president of Marell Farms, Inc., in Gainesville puts it: "It's about the only way we can get into the New York area." Mr. Ellison, who says, "Second-morning delivery is what we're used to," adds that he would like to see the service available every day rather than twice a week. "It's good equipment," Mr. Ellison says, "probably the best we load."

Joe Hatfield of the Gainesville Fryers, Inc., sees a good future for piggyback. "With the broiler industry just exploding," he says, "the means of getting the chickens to market becomes very important." He adds that a steady supply of good equipment is necessary. If exempt truckers, able to get a better price for some other commodity at certain seasons don't make their equipment available, a poultryman who depends on them to reach distant markets is in a jam. "The basic idea of piggyback is sound," Mr. Hatfield says, "and the equipment is as good as you can get. It's good insulation, well maintained, and it protects the product."

Jesse L. Gillespie, district freight agent for the Seaboard in Gainesville, has done most of the legwork in selling poultry processors on the idea of piggyback. "We've convinced ourselves as well as the shippers that piggyback is here to stay. We're improving an eight-acre piece of land for a new piggyback facility north of town to prove it."

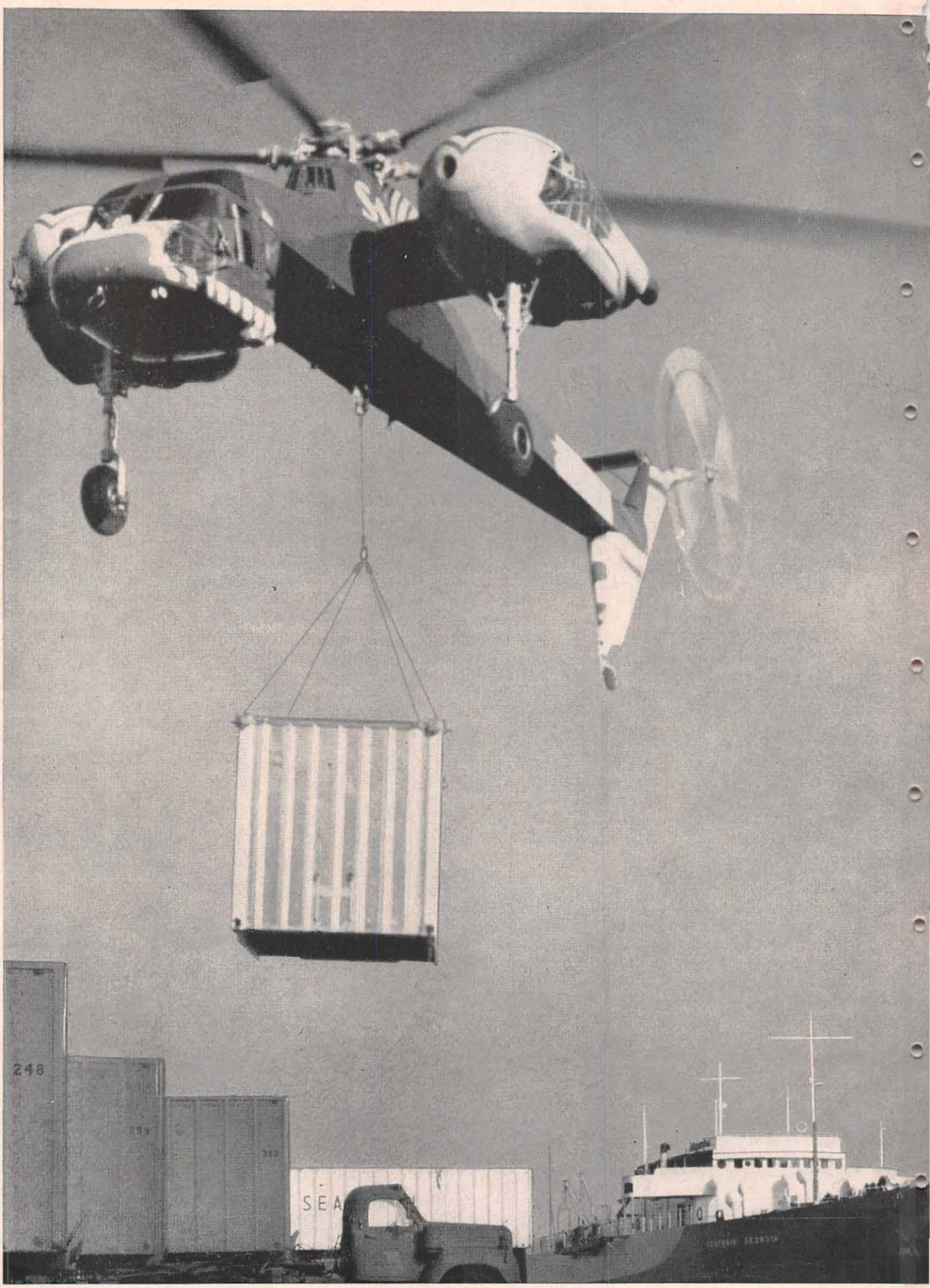
Mr. Gillespie adds that piggyback operation with the present ramp at the Gainesville Midland station (SAL, through stock acquisition, acquired control of the Gainesville Midland in June 1959) is far from rough. Chickens that are still alive at the processing plants at 10:30 a.m. are put into the piggyback trailers at 11 or shortly thereafter and are at the railroad terminal by 12:30 for loading. If the chickens are loaded on a Saturday morning, they are delivered to the consignee in New York by 5:00 a.m. Monday.

G. C. Tate, who, as Seaboard's assistant freight traffic manager at Atlanta, participated in the development of ice-packed poultry piggyback from its beginning, thinks the service has real growth potential. It took from July 1960 to May 1961 to work out the details of rates and set up a satisfactory service, he notes. And so far, the maximum trailer loads from Gainesville have been only 13 in any one day. But, he adds, there are seven processors in Gainesville, and 22 in North Georgia, and the piggyback terminals reach out for a 20-mile radius to bring the loaded trailers in. As poultrymen become more accustomed to piggyback's advantages, he says, the service will grow fast.

Any new service has its growing pains, and the ice-packed poultry piggyback is no exception. As Howard Watkins, sales manager of Georgia Broilers, Inc., at Gainesville, puts it: "We're just at the infancy of this. There are two ways of going. With the railroad rates, we're able to compete with other areas in the big cities: Boston, New York, Philadelphia, Baltimore and Washington. But they have to give us dependable service—deliver the trailers where we say when we say we want them

(*Continued on page 19*)

TRAILER LOAD of fresh broilers is loaded at Gainesville on SAL subsidiary, Gainesville Midland. Birds, alive at 10:30 a.m., are killed, dressed and loaded and ready to roll at 11:30. Here, at 12:15 on a Tuesday, J. A. Glosson, GM assistant to general manager, and J. L. Gillespie, SAL division freight agent, check bills prior to 12:30 train departure for 5 a.m. Thursday delivery to New York customer.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WHY NEW USERS LIKE PIGGYBACK *(Continued from page 15)*

there. Without service, you'd have nothing."

One of the big FGE trailers will hold 425 boxes of ice-packed chickens, or about $6,000 worth of a highly perishable product. Every 60-lb case of poultry will suffer half-a-pound of shrinkage if it is held over a day, or roughly ¾ of one per cent. "A profit margin of half-a-cent would make us happy," Mr. Watkins comments, "but a day's shrinkage would more than wipe it out."

Mr. Watkins thinks the piggyback service has been badly needed, but says frankly that he has not been entirely satisfied with the service to date. He would like to see it improved in three ways: more frequent service out of Gainesville, more points at the other end (the New York, Philadelphia, Baltimore, Washington area accounts for only some 10-15% of the poultry market, he says), and better follow up at the delivery end. If the initial problems are overcome, he thinks the potential of the service is very good. With half a million chickens a week coming out of Gainesville, he points out, railroads are in a position to haul 200 trailer loads a week piggyback. But they will have to do it by service even with their present rate advantage, he adds, as long as it is possible to reach any point east of the Mississippi from Gainesville by highway in 30 hours.

The situation at Tropicana Products, Inc., Bradenton, Fla., is somewhat different. Tropicana ships chilled juice, fruit sections and fruit salads from its plant at Bradenton to big city markets. Tropicana receives fresh fruit at Bradenton, in season, when the fruit is available, and processes it with whatever mixtures of frozen fruit are necessary to maintain the same high standard of solid ratio and good fruit the year round.

Chilled juice is shipped either in wax cartons at 22 deg. F or in glass containers at 30 deg. F. Fruit salads are shipped at 28 deg. F. With conventional rail service, there was a problem of breakage which has been largely eliminated since the advent of piggyback.

Piggyback movement of chilled juice and sections from Bradenton to Kearny, N.J., began June 12, 1961. The chilled juice and sections or salads are loaded into trailers furnished by Fruit Growers Express. The trailers are the same as those used in the fresh poultry movement, 40 ft long, with a cubic capacity ranging between 1,809 and 1,984 cu ft, and with mechanical refrigeration.

The Tropicana movement is under Plan III. FGE leases trailers to Tropicana for the movements, and Tropicana takes care of loading and unloading of trailers at the ramps. Tropicana also arranges for protective service with FGE, with inspections performed at Bradenton and Baldwin, Fla., Hamlet, N.C., Potomac Yard, Va., and Kearny. The rates are based on a minimum of 70,000 lb per car (two trailers).

Service is provided, third-morning, from Bradenton to Kearny on a daily basis. At the present, shipments are originating five days a week, with a possibility that loading operations will be increased to seven days a week. Also under consideration is the possibility of extending the service from Bradenton to other destinations.

Permanent facilities for loading the traffic have been constructed at Bradenton, with a new ramp just completed adjacent to the Tropicana Products plant.

There are two tracks into the new ramp with facilities for 18 trailers. The location includes room for a third track, if required. The area is floodlighted for night operation.

Anthony C. Rossi, president of Tropicana, explains why he is now using rail service, for Tropicana juice and sections, rather than 2 company-owned ships, as formerly. "The rail service piggyback operations provided makes it possible for us to return to rail transportation," Mr. Rossi says. "With piggyback, we can continue to serve our markets with high quality juice, and we can do it a bit cheaper than with our own transportation."

For the future, Mr. Rossi thinks the piggyback operation may open up new areas. Tropicana, he points out, has a great deal of motorized, refrigerated equipment with which it can make deliveries once the lading reaches the terminal area, so piggyback has to offer definite advantages to get the business.

When listing reasons why piggyback is getting the business, Edward H. Price, Jr., Tropicana vice president, cites the equipment. "The equipment is very good," Mr. Price says. "It holds the refrigeration very well."

Third-morning service to New York is satisfactory, Mr. Rossi says, but he sees some advantages in the second-morning service that will be instituted during the perishable rush this winter. "Second-morning to New York is faster than we can do it with our trucks," Mr. Rossi says.

Piggyback activity in Florida's central west-coast area is by no means confined to Bradenton. Tampa, 40 miles to the north, is developing a hub of piggyback facilities as new needs develop. In Tampa itself, SAL has a general commodities TOFC terminal on the main-line tracks near its Yeoman yard. Nearby, a new SAL automobile TOFC terminal has just been completed off Adamo Drive, one of the city's major thoroughfares.

This facility, with a capacity of four 85-ft piggyback cars on each of its two tracks, has a paved area with a capacity of 450 autos. A wash house is provided on the property.

A third SAL piggyback facility in Tampa is the privately owned automobile TOFC terminal of Warehouse Merchandising Services, Inc. "This facility," says SAL Assistant Freight Traffic Manager L. E. Morgan, "covers about 14 acres in the Hillsborough Industrial Park. It's set up for dealers from the Tampa, Clearwater and St. Petersburg area to pick up for their customers whatever style and model of car they want, without needing to stock them in an expensive downtown showroom."

The piggyback ramp installed is a private facility, Mr. Morgan notes, but, he adds, "we'll be able to use the ramp for our other piggyback customers in the industrial park on the basis of whatever agreement we work out with Warehouse Services. It will be to our mutual advantage."

In Jacksonville, a prominent feature of each morning's arrivals in the piggyback yard are two silver-sided trailers with Seaboard markings. Although they are 40-ft trailers like the rest of SAL's piggyback fleet, these two stand out because they have single axles rather than a tandem-axle bogey. These trailers —the assistant freight traffic manager at Jacksonville, J. L. Hutson, Jr., explains —are specially built for service between the American Can Co. plant in Savannah and the Maxwell House Division of General Foods in Jacksonville. The trailers are loaded with empty coffee cans every night. They leave Savannah at 3:15 a.m. on train No. 75, arriving Jacksonville at 6:00 a.m. The trailers are immediately spotted, unloaded and delivered to the Maxwell House packing plant about four miles away.

The trailers are specially designed, with conveyors embedded in the floors, for fast unloading of pallets. They are emptied and returned to the Jacksonville piggyback yard in time to go north on train No. 280, leaving Jacksonville at 4:30 p.m. and arriving in Savannah, 139 miles away, at 8:00 p.m. The trailers are then delivered to the American Can plant for the next day's load. SAL is currently handling the 278-mile turnaround service with only four trailers, but more are on order, to

provide a safety factor.

"Seaboard gives us good service," says Clifford Bergman, production coordinator of the Maxwell House Division Jacksonville plant, in explaining why he switched to piggyback a month or so ago. His plant has need for 3,300 cases of cans every 24 hours, and doesn't have warehouse space to stockpile them. The piggyback service is tied in with a new canning operation. Every eight hours, four trailer loads of cans are needed, if the plant is to continue to operate smoothly and meet its orders. The piggyback operation, as it is working, carries the automatic canning operation into transportation.

Another kind of piggyback that has developed lately is the movement of trailer-type, movable schoolrooms. Magnolia Mobile Classrooms, manufactured at South Hill, Va., and distributed by Usry's Inc., of Richmond, ships the mobile units to schools that are temporarily overcrowded. Each unit is 46 ft long, 11 ft 7 in. wide, 11 ft 5 in. high and 6,000 lb in weight.

Because of highway limitations in some southern states, a trial movement of the mobile schoolroom units was worked out between Richmond and North Charleston, S. C. The schoolrooms were loaded on 50-ft flat cars at SAL's Hermitage car shop, using temporary ramps, and were unloaded at the ramp at Inness, S. C.

The trial shipment was satisfactory, says E. N. Quayle, SAL assistant freight traffic manager at Richmond. In August, Usry's shipped 10 additional units by piggyback to North Charleston, plus three to Columbia, S. C.

Mr. Usry looks forward to a rapidly expanding market in the southeast. As the market develops, he plans to be using more and more piggyback.

Piggyback Prospects 'Promising,' Says Seaboard's Traffic VP

Seaboard moved deliberately rather than hastily in setting up its piggyback service—partly because of clearance problems on its northern connections. When piggyback service was begun, in 1959, however, it grew rapidly and is still expanding at an impressive rate. New piggyback terminals are being added, as new ramps are built in additional locations, and the older (relatively speaking), terminals are being enlarged. In almost all of SAL's major cities last month, there was construction under way at piggyback sites.

J. P. Derham, Jr., Seaboard Air Line's vice president—freight traffic, is enthusiastic about the road's piggyback operations. Piggyback makes it possible, he points out, for railroads to compete effectively with other forms of transportation for traffic railroads would not otherwise get.

"We're spending a lot of money on piggyback," Mr. Derham comments. "We wouldn't be doing it if we didn't think the prospects for the service were very promising."

The people charged with making the "promising prospects" pay off, under Mr. Derham, are H. P. Toxey, general freight traffic manager; Robert L. Mott, manager TOFC traffic; H. W. Ewell, assistant manager TOFC traffic and J. C. Parrish, assistant to manager TOFC traffic. G. E. Huband, general TOFC agent, supervises Seaboard's Florida piggyback operations and development from his headquarters in Lake Wales.

When it started, piggyback on the Seaboard was "additional duties" for certain traffic people. Now there are nine people assigned exclusively to piggyback, making tariffs, rates, schedules, etc., and, says Mr. Mott, "we're shorthanded."

Seaboard became convinced early in its piggyback development that service was the most important feature piggyback had to offer. Mr. Toxey says, "We found out we had to have service, that it didn't make any difference how low our rates were if we didn't have service, so we got a superintendent from the operating department to head our TOFC traffic." Mr. Mott was division superintendent at Tampa before taking over the job of TOFC manager.

Mr. Mott, who admits to being very "bullish' about piggyback, says, "We're building our business on service. Take automobiles, for example. SAL went in without any auto traffic to speak of and wound up where we're going to handle a considerable number this year. They're sold on one thing—service. Rates won't do it. You've got to have service. It's the most important thing. If you don't have it, you're wasting your time."

Mr. Toxey comments, "I don't recall any one thing that has been received more enthusiastically or has had more complete cooperation from every department on the railroad. Everybody—the clerks, the local boys, our sales and service people—has been checking on performance around the clock. The sales and service people have been working after hours and well after midnight to see the customers get the right kind of service. We feel this has drawn the organization a little bit closer together. I've yet to find anyone who is not enthusiastic. Everybody in every department is out to make this a complete success.

When SAL's piggyback operations were begun, Mr. Toxey says, it was assumed that business would be primarily Plan I, but it hasn't worked out that way. Plan I, though it is growing, is a small part of SAL's total TOFC volume. Plan II, where railroads do no more than meet common carrier truck rates, has also been slow to generate traffic. Volume rates, with two trailers per car, have helped here, Mr. Toxey notes.

A good example of a successful Plan II operation, Mr. Toxey says, is a plant-to-plant movement of nylon flakes for Chemstrand Corp. between Gonzales, Fla., and East Greenwood, S. C. Nylon flake is subject to damage by light and dust, and can't easily be handled in box cars. The entire movement was by highway before the Plan II rates were instituted on a volume basis of two trailers per car. (Piggyback also handles the empty pallets and bobbins in the reverse direction.) TOFC service has not resulted in any damage. Chemstrand is pleased with the operation, Mr. Toxey says, and the condition of the product particularly.

Another example of business SAL would have lost to trucks if it had not had Plan II rates is the movement of new and used mail bags. These are moving in quantity out of Miami, Tampa, Jacksonville and Atlanta in Plan II piggyback.

'Business Is Just Stupendous'

Plan II is readily adaptable to exempt commodities—citrus in Florida, particularly—Mr. Toxey says. Mr. Mott adds: "Speaking of what we hope to do, in perishable and exempt commodities, vegetables and farm products for human consumption, the business is just stupendous. The advantage of Plan II on citrus is that it enables us to place trailers in the New York area for Plan III loading south."

Plan III accounts for the major portion of SAL's TOFC business. Though SAL does not yet use Plan IV, "We are very definitely interested in Plan IV," says Mr. Mott, "and we are now negotiating with a Plan IV user in other

(*Continued on page 23*)

LOAD TWO ON ONE CAR

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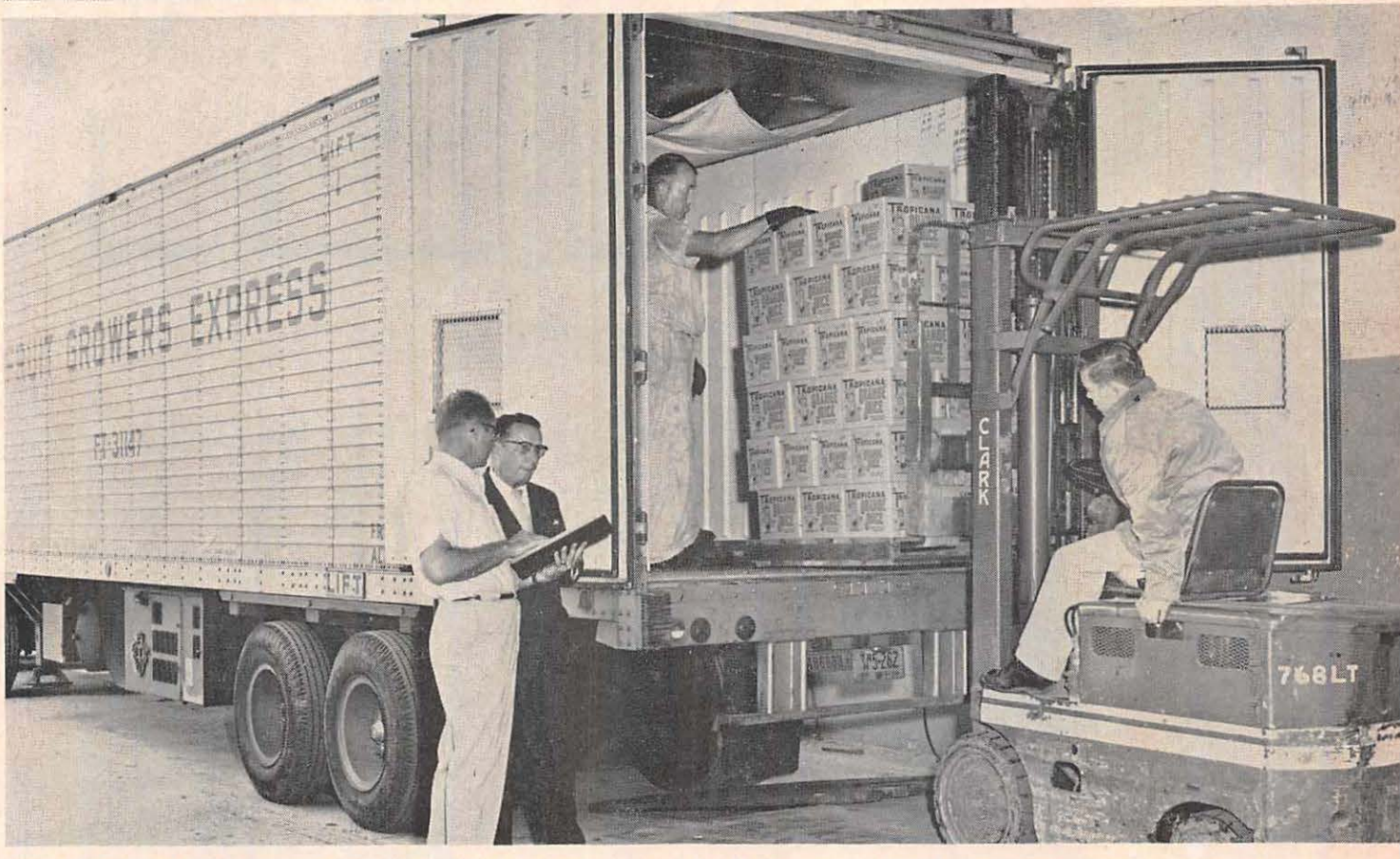
G. P. Brock

WHY NEW USERS LIKE PIGGYBACK (*Continued from page 20*)



CHILLED ORANGE JUICE AND SECTIONS, packed in wax cartons, are loaded into FGE piggyback trailer at Tropicana Products plant in Bradenton. On platform are John E. Fitzgerald (left), Tropicana shipping superintendent, and L. E. Morgan, SAL assistant freight traffic manager at Tampa.

parts of the country to see if we can't provide Plan IV out of the Southeast."

Seaboard anticipates heavy movement of automobiles on Plan V, but has no other Plan V rates except one that has been worked out from Miami to Key West with the Overseas Transport Co. Some of Seaboard's auto movement ("as long as it moves on a TTX car, we call it piggyback," Mr. Mott says) is on Plan V; other autos move on a modified Plan III, ramp-to-ramp arrangement. Currently, SAL has 79 bi-level and tri-level cars in service.

Seaboard had 131 trailers in its own service, for leasing to shippers or for Plan II or any other plan, at the latest count. The number is increasing every month. The trailers are specially insulated and vented, have a cubic capacity over 2,400 cu ft, and can be used either for dry freight or perishable produce.

SAL has set up a numbering system for trailers that designates type and size. The first digit of a number, for example, indicates type. A "1" is a dry van, "3" an insulated van, "9" a special car-hauling trailer. The second digit indicates length. An "0" indicates a 40-ft trailer; a "5" a 35-ft trailer (though SAL has no 35-ft trailers at this time). The third digit and the remainder give the trailer's serial number.

On service, Mr. Mott points out that the frequency of trains is geared to market conditions. Currently, SAL is operating twice a week a 30-hr delivery from Florida and Georgia to the metropolitan New York area. "We anticipate service in both directions for the fall seasons," Mr. Mott says, "daily except mid-week." In November, he adds, it should be a four-day-a-week service, and before the end of the season, daily. Two days a week, the piggyback service is operated on passenger trains, on Nos. 6 and 8. Mr. Toxey adds, parenthetically, that a recent movement out of Norfolk on a passenger train had 17 carloads of autos, or roughly 175 autos, which, he says, may have been more autos than passengers.

What's in the future? "We plan on extending piggyback service to all points in every direction in which we operate," says Mr. Mott. "We will operate piggyback anywhere we can make a buck with it. A piggyback ramp is just like a team track; you need a ramp everywhere you have a team track. Anywhere we can develop a volume that would justify the expense of a ramp [and some of SAL's temporary ramps have cost under $500], we'll put in piggyback service. The Savannah-Jacksonville service for Maxwell House is a shining example of what we can do. It's 139 miles. If you have the volume and regularity, you can make money on a short haul.

"Savannah to Jacksonville is a four-hour run by motor carrier," Mr. Mott adds. "We can't run trains every four hours. But our train schedule is set up so it fits into the shipper's operations. We get good utilization and the customer gets good equipment."

Summing up, Mr. Mott says, "I'm very bullish about piggyback. I don't hesitate to say that Seaboard, while we're not going out of box car business because of it, is going to get back some lost traffic by using piggyback. Our management is most interested in it."

And Mr. Toxey adds: "The potential is terrific. With proper pricing of our services, it should be most attractive to all railroads. We used to make statements to a customer, tell him what we could do. Now we ask him what he wants. And piggyback helps us give it to him."

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THE INSIDE STORY OF ALUMINUM'S THREE PROFIT-MAKING ADVANTAGES

It's what's *inside* that makes covered hopper car profits: increased payload, freedom from contamination, freedom from corrosion. And these are aluminum's three big advantages:

1) ALUMINUM CARS CARRY MORE BECAUSE THEY WEIGH LESS. The weight saved is reflected in increased payloads. Eighty of the new aluminum cars are now actually carrying what 114 conventional steel cars did before!

2) ALUMINUM CARS DO NOT CONTAMINATE CARGOES. Aluminum carries food and other products for which steel cars require linings . . . eliminates the need for expensive inspections and repairs. It is both technically feasible and legally acceptable for all known types of food.

3) ALUMINUM CARS DO NOT CORRODE. Aluminum resists attack by many commodities that damage steel. It reduces repair costs and minimizes out-of-service time. Carrying chemicals, aluminum often provides a car-life several times that of steel.

Kaiser Aluminum's Department of Metallurgical Research has just completed an aluminum compatibility study on a wide variety of bulk ladings—ladings that move in volume on U.S. railroads. Two standpoints were considered: 1) *whether aluminum affects the commodity*, and 2) *whether the commodity affects aluminum.*

This unique research data, available for the asking along with Kaiser Aluminum's material design forms and fabricating techniques, may help you find the answer to *your* shipping problems! Contact your nearest Kaiser Aluminum Sales Office, or write:

Railroad Sales Dept.
Kaiser Aluminum & Chemical Sales, Inc.
Kaiser Center, 300 Lakeside Drive, Oakland 12, California

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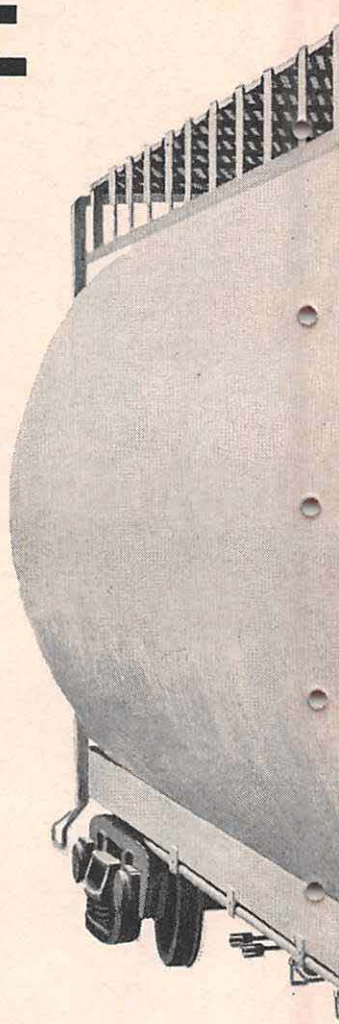
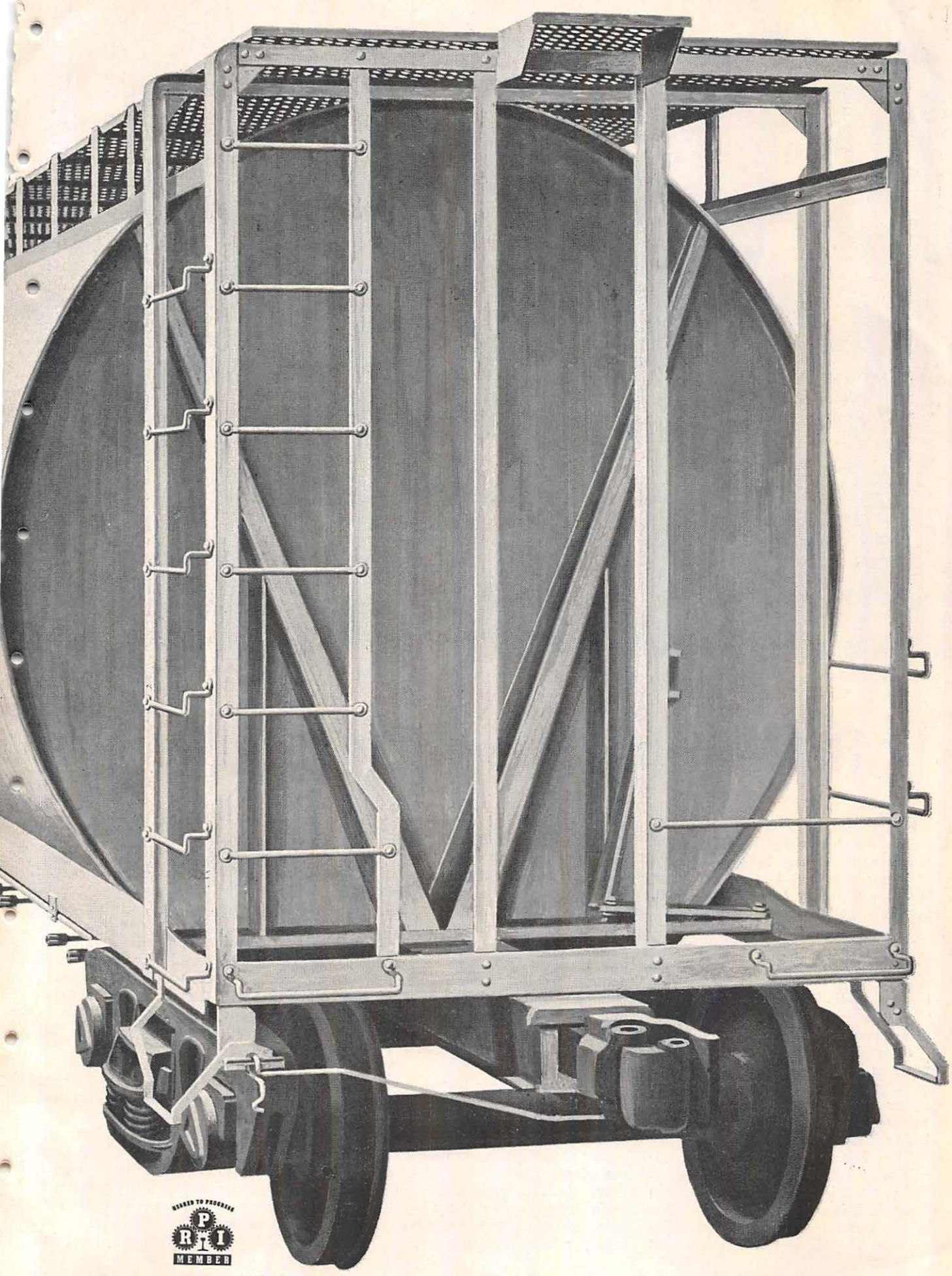
See "FOLLOW THE SUN" and "MAVERICK" weekly, ABC-TV Network.



Eighty covered hoppers like the one shown here are entering service. Constructed by ACF for lease by Kaiser Aluminum from Shippers' Car Line, each of these giant capacity cars will carry 104 tons payload of alumina from Louisiana to West Virginia.



DEDICATED TO PROGRESS
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GRAIN, received in covered hopper cars, is unloaded pneumatically; sucked through pipes from cars to storage silos.

Ballantine Brewery Opens New

► **The Story at a Glance: Potential receipt and shipment of more than 100 freight cars per day is one objective of a new "transportation center" being built—and already being used—by P. Ballantine & Sons, of Newark.**

To satisfy its customers' demands for 5,000,000 glasses daily of beer and ale, the big Newark, N.J., brewing firm of P. Ballantine & Sons is halfway through a two-year, $10-million-plus expansion program.

A major element in the Ballantine program is a modern packaging, warehousing, shipping and transportation center covering 8.5 acres. The new center is served by 5,150 ft of newly-built railroad track.

The 40-acre Ballantine brewery—originally established in 1840—is at Ferry, Christie and Market Streets, in Newark. It is adjacent to the main line of the Central of New Jersey, which provides all rail service into and out of the plant. Total old and new in-plant rail trackage is now 6,950 ft.

One-third of the approximate mile of new trackage (1,600 ft) is inside the recently completed warehouse building, and is used primarily for receipt of refrigerated hops and dispatch of outgoing beer and ale. The rest of the new trackage (3,550 ft) serves other parts of the shipping center.

Largest single item in Ballantine's rail receipts is bulk grain, which arrives from midwestern origins in covered hopper cars assigned to grain service.

Each car has three bottom outlets to which the brewery connects 6-in. flexible metal pipes running from a newly-installed unloading station on the new outdoor trackage to storage silos inside the plant. There are two such pipe lines. Each is capable of delivering grain from cars to silos, by suction, at a rate of 20 tons per hour, or 40 tons per hour for the two lines. Unloading time, for a car holding from 60 to 70 tons of grain, runs from 3 to 3½ hr. Thus, total daily unloading capacity works out at from 12 to 16 cars, depending on car sizes.

The silos are arranged in two groups of five each. Each silo holds five carloads, to provide a total storage capacity of 50 carloads, or from three to four days' normal receipts. Grain travels through the pipes from cars to silos at a speed of about 7,000 fpm.

"The time has long gone," Ballantine President Carl W. Badenhausen said in opening the new facilities, "when grain arrived in old furniture cars with shored-up doors and had to be shoveled out."

Another important item of inbound freight is hops. They come all the way from northern California and Oregon, where they are produced and processed for shipment by growers who operate under contract with Ballantine. The hops, compressed and baled, travel in

BALLANTINE President Carl W. Badenhausen (left) tells E. T. Moore, CNJ president (center) and L. P. Carlin, Newark mayor, why Ballantine gets hops under mechanical refrigeration.

TO MARK THE OPENING of Ballantine's new transportation center, a decorated Jersey Central locomotive delivered the brewery's 249,652nd freight car since repeal of prohibition —a mechanical reefer loaded with hops from the Pacific Coast.

Rail Transport Center

mechanical refrigerator cars, at temperatures of zero deg F, or less; the cars, on arrival, are spotted on the new in-warehouse tracks and unloaded by lift-truck.

Ballantine, incidentally, believes it is unique in the brewing industry in having its hops shipped under refrigeration, as part of its quality control program.

Outbound freight from Ballantine is beer and ale—currently around 4,600,000 barrels a year, which will have to grow to upward of 6,000,000 barrels before the new warehousing and shipping facilities will have to be enlarged again.

Dispatch, even in enormous quantities, of such apparently standardized products may appear to be a relatively simple job. It looks considerably less so, however, when Ballantine people tell you they have to produce, warehouse and ship no less than 230 distinct items. It's all beer or ale of a few basic types—but it is shipped in barrels, in cans and in bottles of various sizes, with the added complication of special labels, markings or tax stamps to meet the differing requirements of the many states where Ballantine products are sold. All bottles being shipped to Maryland, for example, must carry a special cap as evidence that taxes due to that state have been paid.

In practice, about one-fifth of the brewery's total production is shipped in barrels; two-fifths each in cans and bottles packed in cardboard cases. To break it down another way, about 15% of the shipments outbound move by rail and the balance by truck. Truck shipments include the enormous amount delivered short-range for consumption in the sprawling, heavy-populated New Jersey-New York metropolitan area. Rail shipment may get the call on such comparatively short hauls as Baltimore, Md., Binghamton, N.Y., or Laconia, N.H.

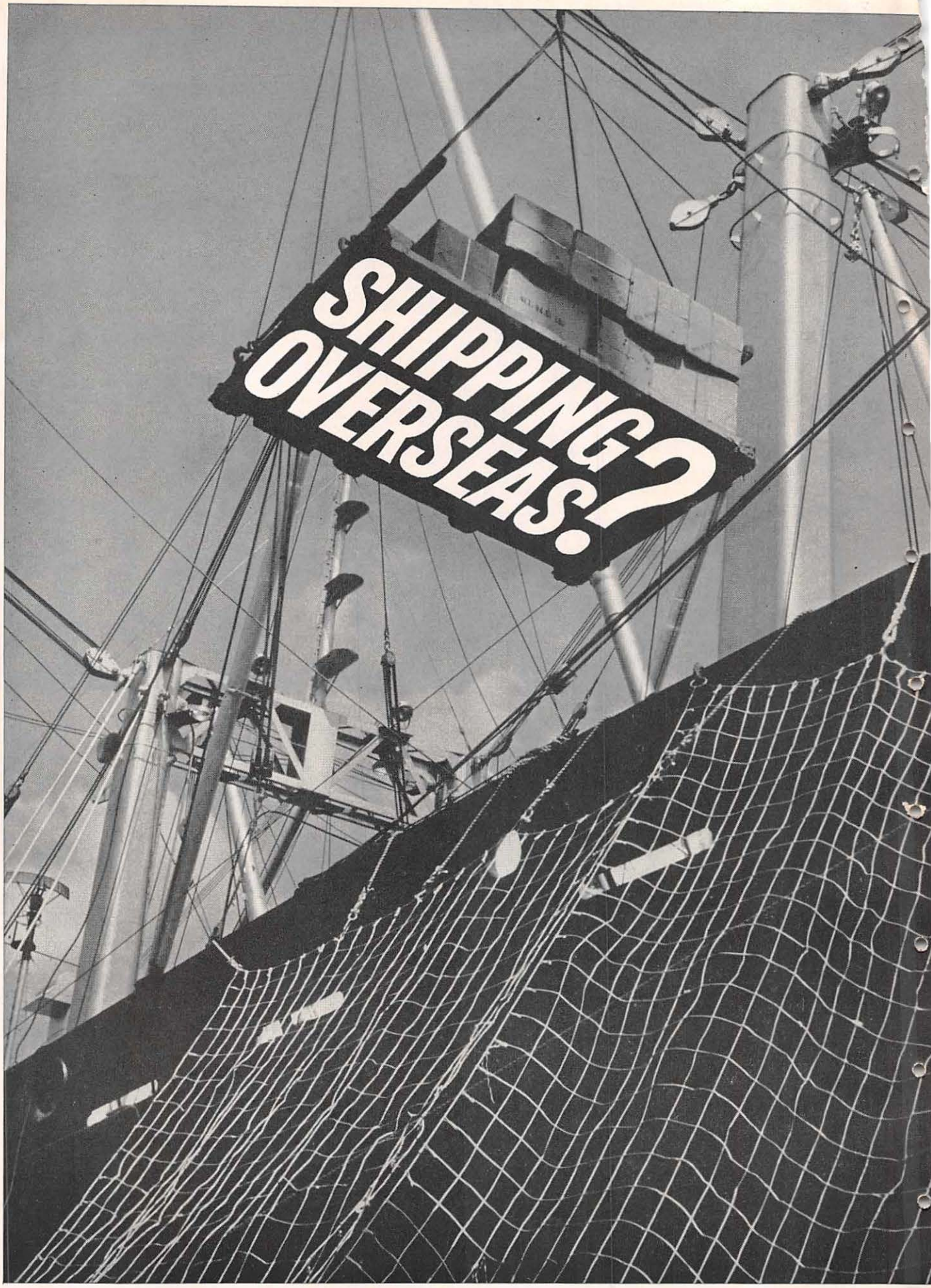
All rail shipments are loaded on the newly-constructed tracks inside the new 650,000-case warehouse. There are four of these tracks, capable of holding five cars each, but the total daily loading capacity is rated at 60 cars. The trackage will be increased by 50% when two additional tracks are installed as the overall project nears completion next year.

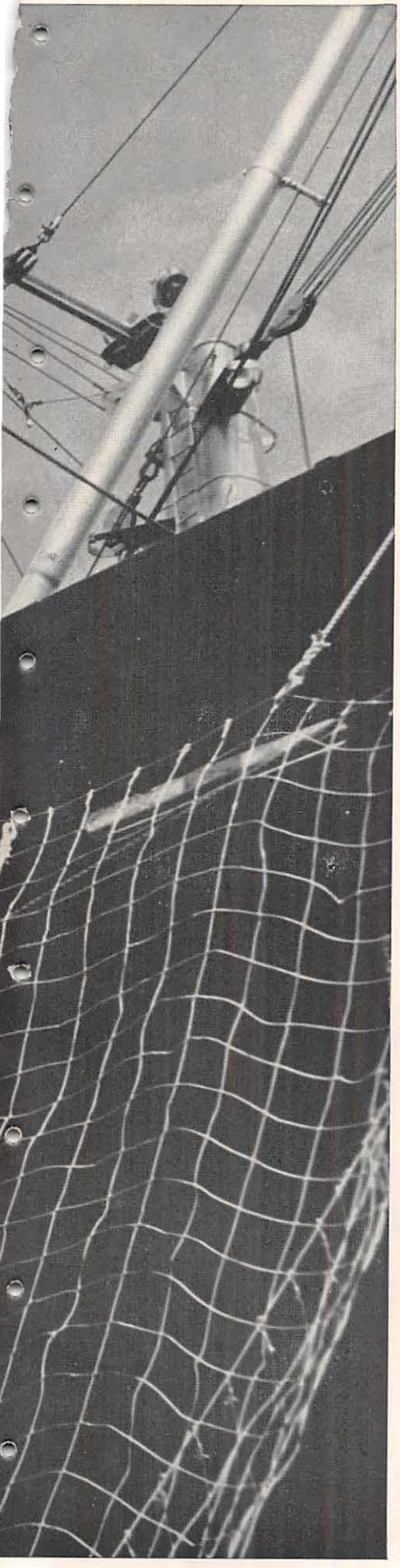
Barreled beer moving by rail is normally shipped in refrigerator cars, and iced. Canned or bottled beer goes in refrigerator or insulated box cars, but at normal temperatures, without refrigeration. A carload may run from 1,500 to 3,000 cases. The cars are supplied by the CNJ, as Ballantine's serving carrier, and are assigned specifically to the brewery's service.

About four-fifths of all canned and bottled shipments move on pallets, made up automatically by a battery of newly installed machines, and handled by lift-truck.

Pallet patterns vary according to the product being shipped.

Ballantine sales cover each of the 50 states of the Union where sale of beer is permitted. It is felt that, as the company increases its production, more railroad facilities will be used.


SHIPPING
OVERSEAS?



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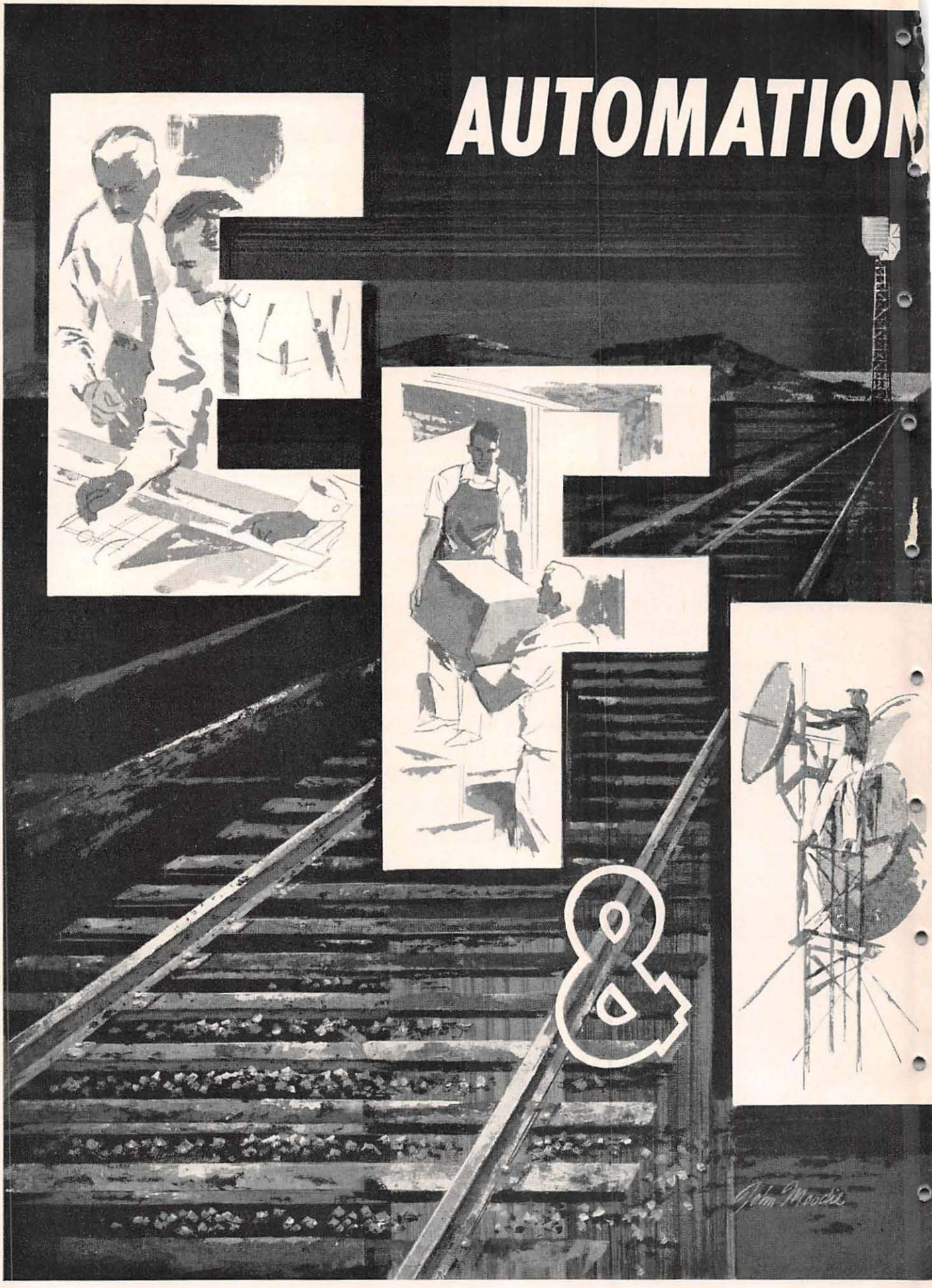
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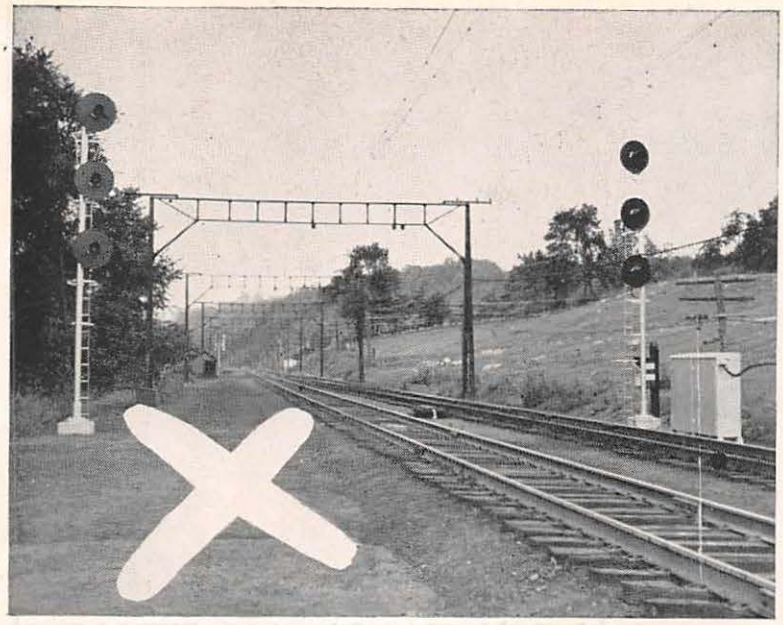
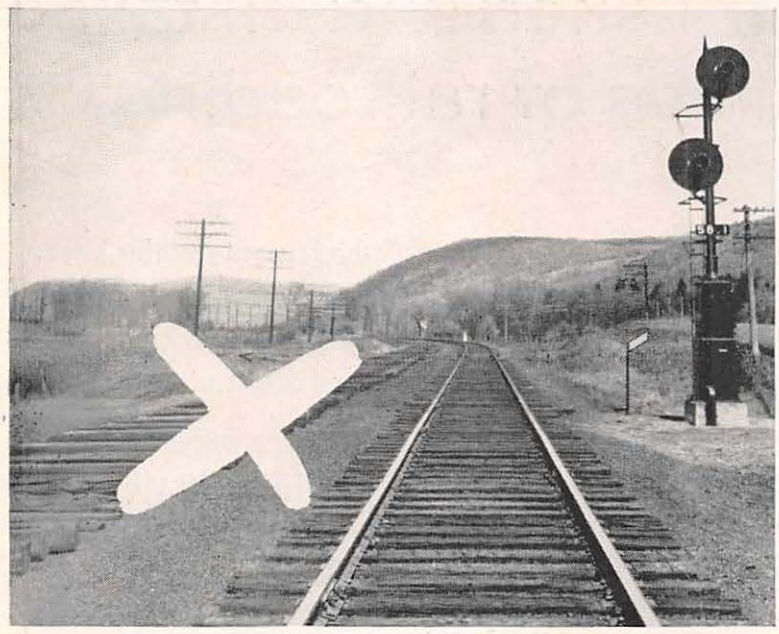
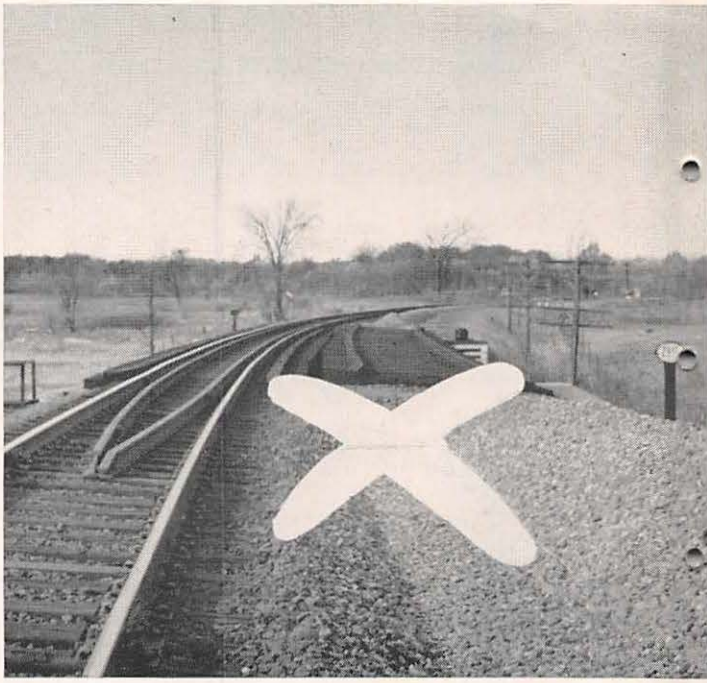




TAKE UP

CENTRALIZED traffic control is much more efficient than older methods of train operation. cTc increases track capacity so much that, in many instances, double track is no longer necessary—and single-track lines need fewer sidings.

Excess track is a needless expense. Remove it and you save on maintenance, taxes, and payrolls. Salvaged rail, switches, ballast, and ties can be used elsewhere—help pay for the cTc.



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19 miles	12.6 miles

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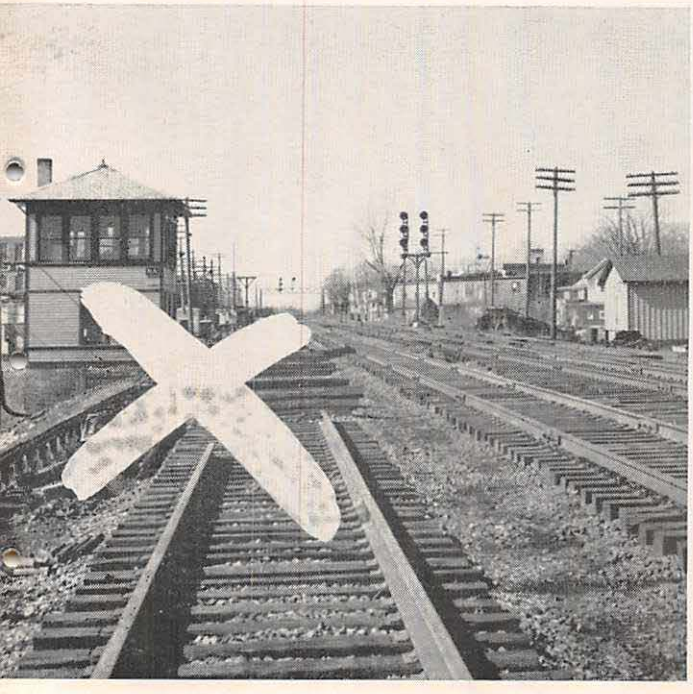
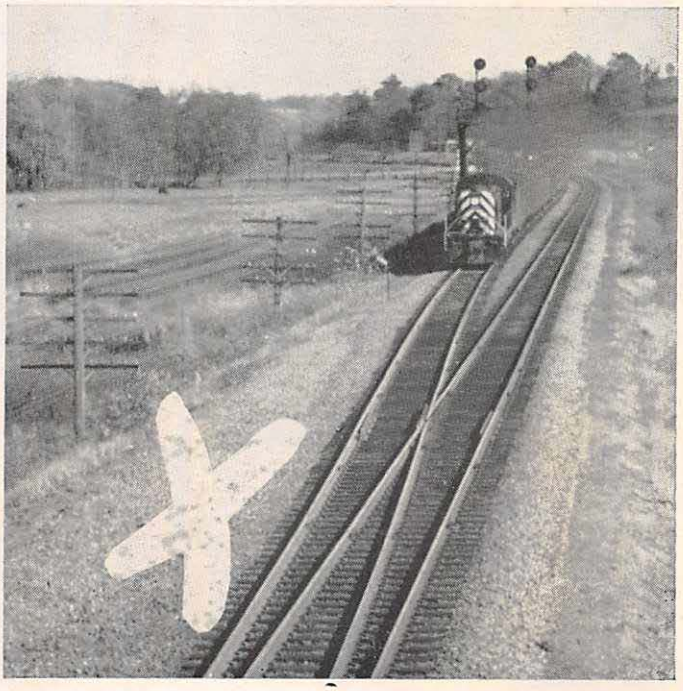
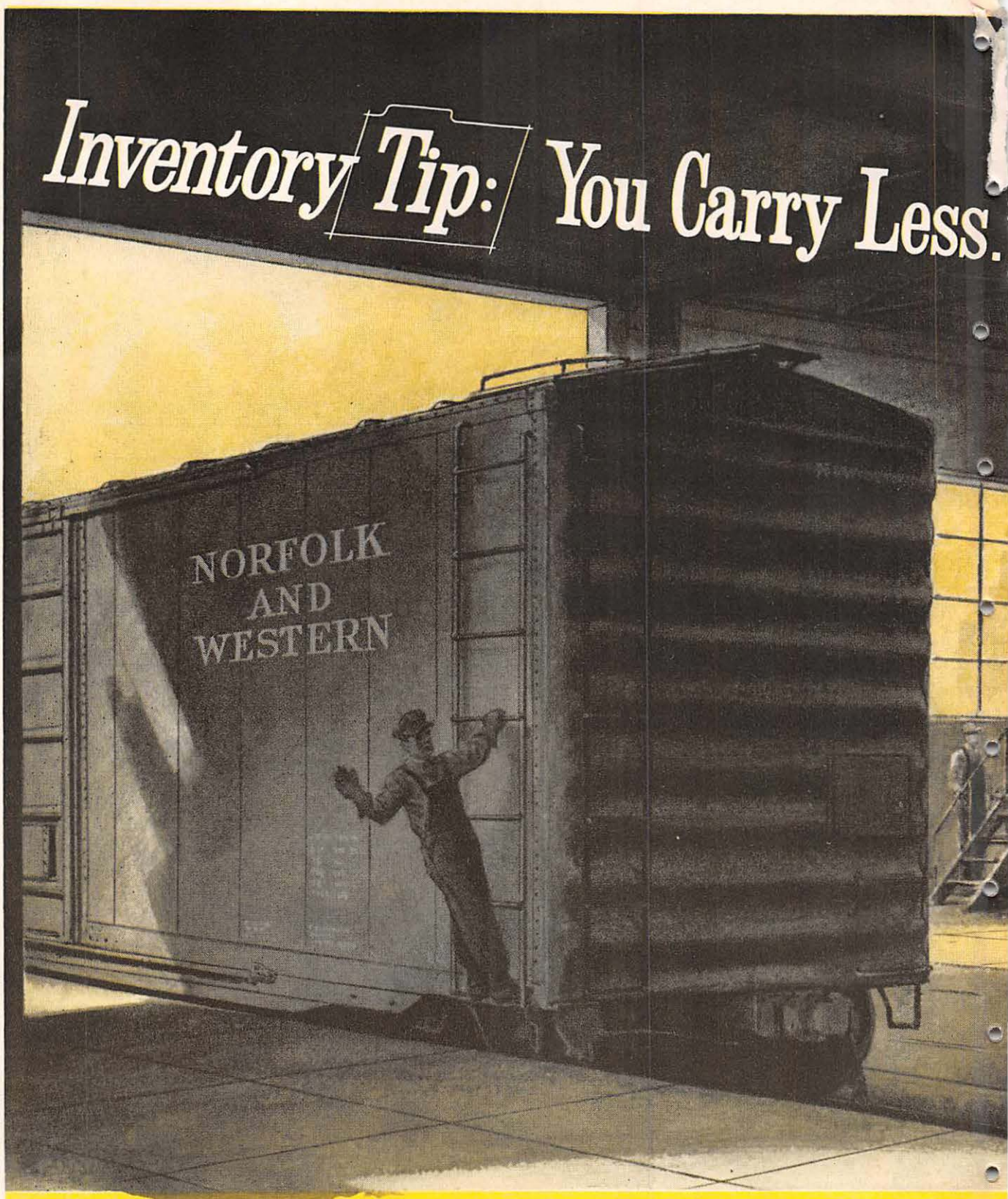
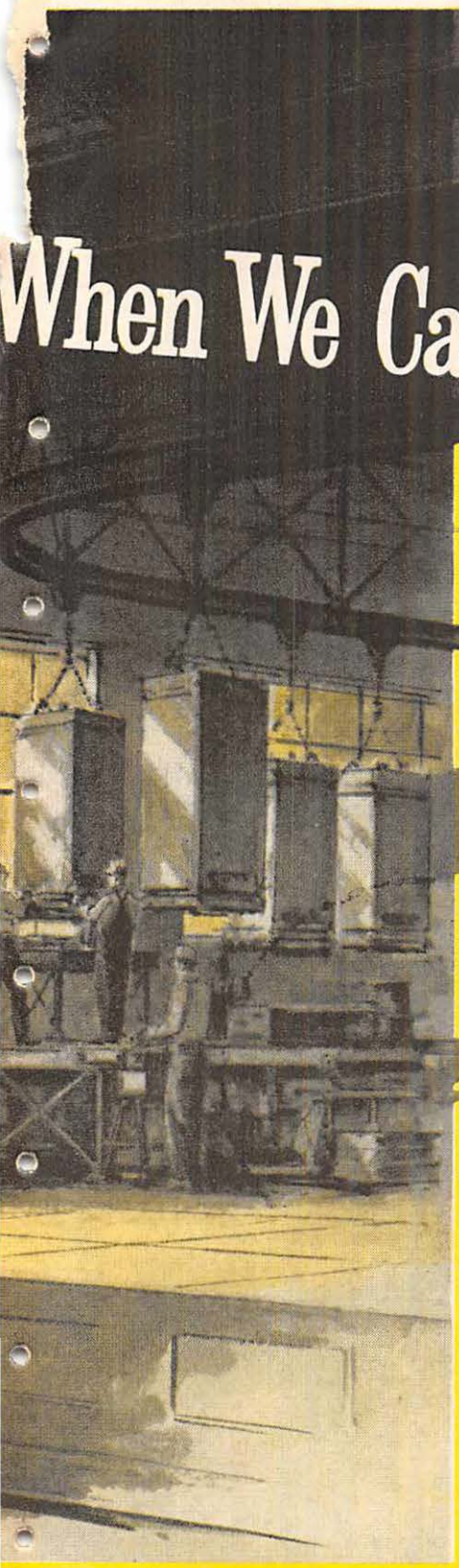




Inventory Tip: You Carry Less.



Nation's Going-est Railroad



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It's just simple business logic. You can increase working capital when you reduce inventory. To reduce inventory, use dependable transportation that functions as a warehouse on wheels. To be sure of dependable transportation, rely on the service-minded N&W.

For example, one major plant, employing 1200 to 1500 people, receives components daily via N&W. Cars must be on the plant's siding by 6:30 a. m. so the day's production can start at 7. Because these N&W cars arrive on schedule, plant inventories can be kept at a minimum.

Find out if *your* plant can cut inventory by relying on the dependable N&W. Get in touch with your N&W freight traffic man, or write:

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Alton & Southern Serves Shippers

► **The Story at a Glance: Better service to shippers by pinpointing the location of cars in transit is the objective of the Alton & Southern's IBM-Teletype oriented tracing system.**

The Alton & Southern—a 32-route-mile terminal carrier serving the St. Louis-East St. Louis area—has developed what it considers a promising remedy for a persistent shipper headache: How to get fast, accurate information on location of freight cars in transit.

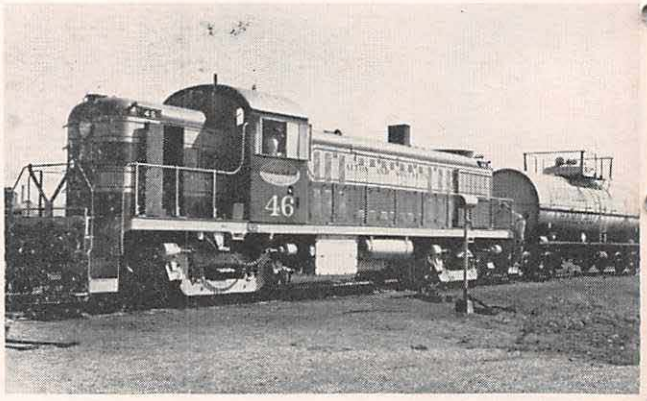
The new service, says A&S President R. K. Heineman, "enables the shipper to locate cars routed through the St. Louis gateway simply by telephoning the railroad's nearest sales office."

Basically, the A&S tracing system hinges upon a daily Teletype report transmitted from the railroad's switching and terminal facilities in East St. Louis to its off-line offices in Chicago, Kansas City, Memphis, New York and Pittsburgh. Offices in St. Louis and Dallas get the same reports by messenger and mail, respectively.

Each daily report contains detailed information on all cars received and delivered during the preceding 24-hr period by A&S switching crews at the road's Davis yard. A typical report supplies sales offices—and, through them, shippers—with daily information on the approximately 1,500 cars han-

How A&S Car Tracing Works

1 SHIPMENT—A carload of chlorine, originated by Frontier Chemical Co., Wichita, Kan., and routed via the St. Louis gateway to an eastern customer, shows how Alton & Southern's newly-developed car tracing system works in practice. Looking on here, as the car gets set to leave Wichita, are Frontier's traffic coordinator, E. A. Guldaman (extreme lower left), and F. H. Meyer, A&S general agent in Kansas City.



2 CLASSIFICATION—The tank car of chlorine from Wichita arrives at Alton & Southern's Davis yard, in East St. Louis, where the tracing process begins when the car is classified (above) for delivery to one of the 27 rail connections the terminal line serves. Davis yard crews switch and classify an average of 1,500 cars per day; make deliveries to all connections at least once every six hours.

5 RELAYING—Promptly at 6 p.m. each day, all punched cards, sorted previously into numerical sequence by car number, are fed into IBM converter unit (right). This "reads" coded information on each card; transfers it to tape (center); and feeds it into Teletype machine, which automatically transmits it via private line to A&S sales offices in major cities. Sending of 24-hr report takes about four hours.

6 RECEIPT—Each morning, when A&S sales office personnel arrive at work, they have available a full report of the preceding day's car-handling activities at Davis yard, for use in answering shipper inquiries regarding location and status of cars in transit. Here, checking the report at Kansas City, are Ethel Nelson, secretary; F. H. Meyer, general agent, and F. A. Melluish, commercial agent (seated).

With Fast New Car-Tracing System

dled through the yard on a normal day. Transmission of the report begins at 6 p. m. each day, and requires an average of from three to four hours to complete, which means that it is regularly available when sales offices open for business the following morning.

As the accompanying pictures show, the new system operates like this:

A&S yard clerks record essential data—car number, date, time, connecting line, etc.—on each car received or delivered by Davis yard crews (Picture No. 3).

This information is relayed to the railroad's IBM department, adjacent to the yard, where key punch operators transfer it to tabulating cards, which are subsequently sorted, electronically, into numerical sequence by car number (Picture No. 4).

At the day's cut-off time (6 p. m.) the punched and sorted cards are put into another IBM unit which "reads" the coded information on each card and transfers it to a continuous-feed tape. This tape in turn is fed into a Teletype machine which automatically transmits to sales office the complete log of Alton & Southern activities for the day (Picture No. 5).

When off-line sales personnel arrive at work the next morning, the car tracing report is waiting, ready to refer to when a shipper calls to inquire about freight in transit (Picture No. 6).

3 CHECK—Following classification, A&S yard clerk Henry Stark identifies the Wichita firm's car; notes car number, time of receipt, connecting line, and other essential information on his "train check" report. A&S yard clerks make such train checks around the clock; relay their data eight to 12 times daily to the railroad's IBM department, where it is incorporated into the car tracing reports.

4 CODING—Stark and other yard clerks hand-deliver their train-check reports to the railroad's new IBM installation, located in the general office building adjacent to Davis yard. Here, Alford Hosea, key punch operator, prepares to punch coded data on the Frontier car onto a tabulating card. Later, all punched cards are run through an electronic sorting machine being operated by Richard Gither, rear.

7 INQUIRY—Typifying how the Alton & Southern's new car tracing system operates, Frontier Chemical's traffic coordinator, E. A. Guldaman, telephones the railroad's Kansas City office from Wichita to inquire about the progress of his eastbound carload of chlorine. The system—which is of course available also to all other A&S shippers—went into full operation during the fall of 1960.

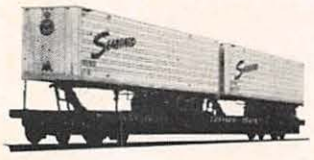
8 ANSWER—When car location information is requested by shippers, A&S general agents (like F .H. Meyer, of Kansas City, above) can provide the answer in seconds. Previously, tracing a particular car often required hours of checking and many phone calls. Other A&S offices which receive similar car tracing reports by Teletype, mail or messenger are Chicago, Memphis, New York, Dallas, St. Louis and Pittsburgh.

Get the right size for your shipping!

Fitting just the right service to the exact need can mean lower shipping charges. That's mighty important if you're paying the freight on shipments in or out of your territory.

Somewhere in the picture of Seaboard's modern, flexible freight operations — in rates, specialized equipment and services, including Piggyback — there are very likely some welcome surprises for you — some *practical* ways to cut the transportation portion of your *over-all* distribution costs.

Why not call your nearest Seaboard representative soon and find out?



Seaboard is meeting the need for constantly expanding Piggyback service.

SEABOARD
AIR LINE
RAILROAD

IN THE SOUTHEAST IT'S SEABOARD

THE ROUTE OF COURTEOUS SERVICE

Ideas For Better Shipping

Paper Bags Cut Costs

Cleanliness and economy of extensible multiwall paper bags are leading to their increasing use in shipment of dried citrus pulp. The pulp, produced in Florida, is marketed to dairy farmers in the eastern U.S. as cattle feed, at the rate of about 6,000,000 100-lb bags a year.

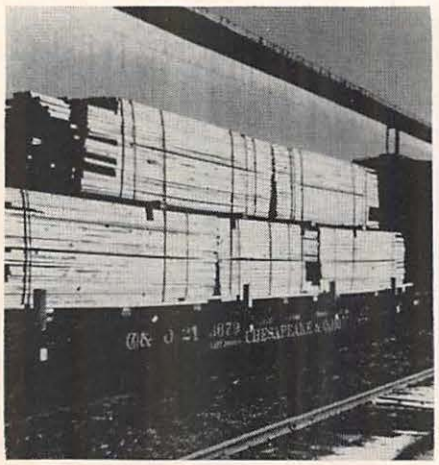
As a case in point, Winter Garden Citrus Products Cooperative, of Winter Garden, Fla., which shifted from burlap to paper bags only last year, is now shipping about 80% of its output in paper.

The changeover is reported to have improved warehouse cleanliness, and, by reducing product loss due to infestation, to have resulted also in lower costs for insecticides and warehouse maintenance.

The shift from burlap to paper required only minor changes in clamping and sewing equipment, and none at all in handling methods. As before, each bag is filled, sewed and manually loaded on pallets which are stored in the warehouse by a fork-lift truck; then moved to the shipping platform and stacked in box cars. Non-slip qualities in the paper permit efficient stacking patterns. Breakage has been no problem; and the three-ply bags are reusable.

Bags used at Winter Garden are produced at Valdosta, Ga., by the Multi-Wall Bag Division of Owens-Illinois Glass Co. from "Expanda-Kraft" paper manufactured by Hollingsworth & Whitney Division, Scott Paper Co.

Extensible bags of this same type are being used also by Florida Citrus Canners Cooperative, of Lake Wales, in place of four-ply bags of regular kraft paper.



Lumber Load Saves Time

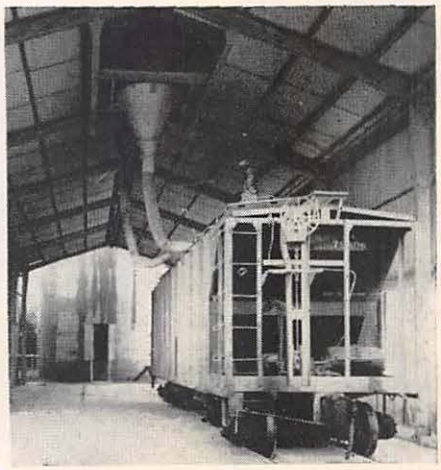
A new flat-car lumber load that produces loading and handling economies for both shippers and receivers has been authorized by the Association of American Railroads for unrestricted use by lumber shippers. Specifications for the new load for lumber 8 ft or more in length have been published as Fig. 6-B of Section 5, AAR Loading Rules.

The 6-B load is the first AAR-authorized flat-car lumber load that does not limit the amount of vacant space across the car. This eliminates the custom-fitted ladder braces and trusses required to fill out center gaps in other types of loads.

The arrangement of packages, tied together with pile straps and load straps, unitizes the 6-B load around a series of vertical T-fillers and horizontal separators, and permits the load to "float" as one unit under impact. Longitudinal guide rails against each side prevent lateral movement. A minimum number—four pairs—of stub stakes is required.

Because the load consists of strapped packages, it can be made up in less time. To unload, the receiver need only cut the load and pile straps and remove the packages with a lift-truck; unloading costs reportedly run as low as 5.4 cents per thousand board feet.

A "6-B Package," giving all necessary information about the new load, is available from Signode Steel Strapping Co., 2600 North Western Avenue, Chicago 47. Signode, which cooperated with interested shippers and the AAR in developing the new load, also participated in testing it on more than 125 shipments, covering over 100,000 road-haul miles.



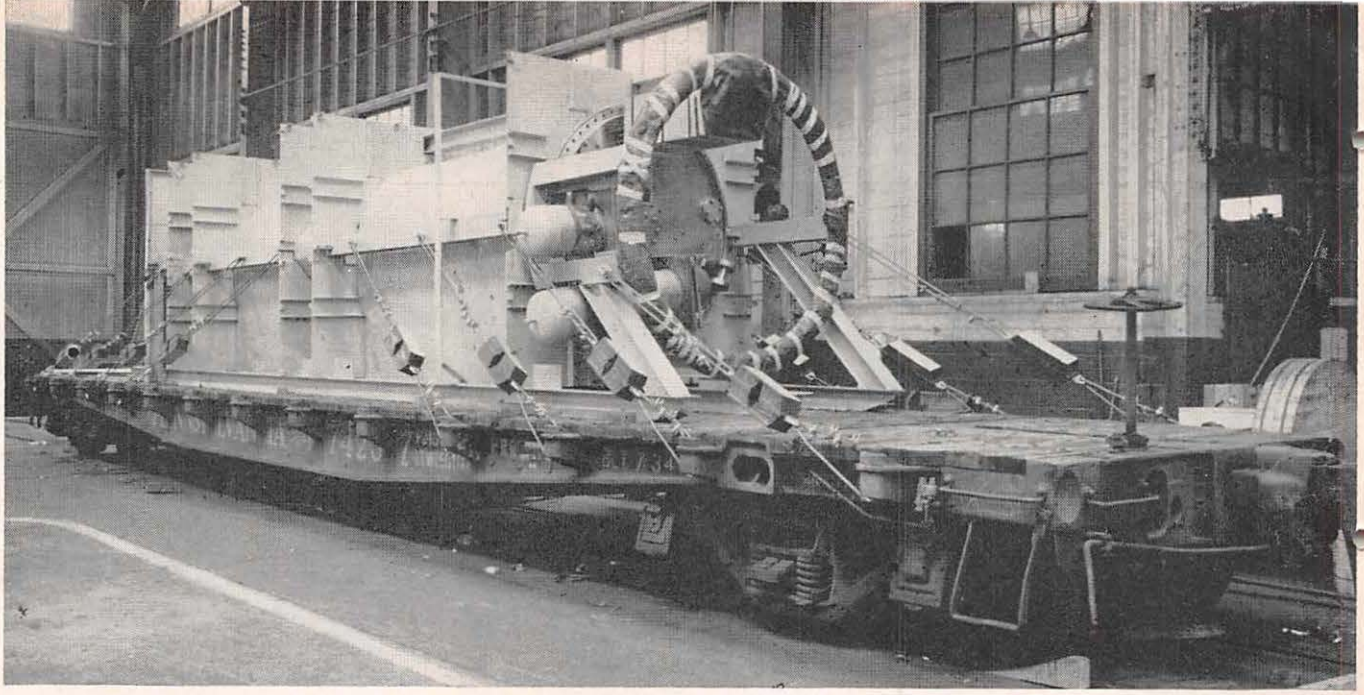
Air Loads More Cars

Installation of a dust-free centralized pneumatic conveying system at the Filtrol Corp. plant, in Jackson, Miss., has brought substantial cost and manpower savings in the company's handling of processed clay.

As an example, a 50-ton railroad hopper can now be loaded in from 42 to 48 minutes—about one-fourth the time previously required under former mechanical handling methods.

The new pneumatic system, designed and manufactured by the Fuller Co., of Catasauqua, Pa., is intended to handle 19 different grades of clay. It includes portable and stationary Fuller-Kinyon pumps with air supplied by rotary compressors; conveying pipe lines; diverting valves; material level indicators, and other components. Control is centralized in two panels—one for material movements in process areas and from process to storage; the other primarily for bulk loading and from storage to bagging station. The complete system can receive clay from any of 12 points; deliver it to 28.

For car loading, a portable pump mounted on rails receives clay from any of four in-line storage silos and conveys it to cars up to 300 ft away through an 8-in.-diameter transport line. The pneumatic conveying cycle of this operation begins when the pump is attached to one of the silos, and the operator at the car loading station presses his remote control button. When a car is fully loaded, the operator shuts off the control button, shifts his hose to another loading point, and presses the button again to resume loading. He can load and top off two cars without leaving the area; handle up to 10 in an eight-hour shift.



LORD TYLASTIC Tie-downs helped move this vital heat exchanger safely on a 2,100-mi haul.

APPLICATION of the heavy-duty elastic tie-downs is fast, easy and economical.

Damage Reducer

Elastic Tie-Downs — A New Method to Protect Big Loads

Elastic tie-downs—the flexible elements in a new system developed to safeguard railroad lading—provided needed impact protection during recent cross-country shipment of a virtually irreplaceable atomic project component.

The component, a 35-ton sodium heat exchanger, was moved 2,100 miles, from Struthers Wells Corp., Warren, Pa., to the Atomic Energy Commission at Arco, Idaho.

Its safe transit was an absolute necessity, because it is a highly critical part of a new AEC project being built by Argonne National Laboratory. It had required a year for development and 18 months for production; any damage to it could have delayed the overall project for a year.

Struthers Wells carefully investigated all possible shipping methods that would be reliable enough to assure damage-free delivery. Even after it was determined that size and weight required railroad handling, various techniques, including possible use of a rider, were evaluated to eliminate any possibility of damage from an accidental impact.

The method finally selected was the Tylastic Tie-down system developed by the Lord Manufacturing Co., of Erie, Pa. This method is approved by the Association of American Railroads for shipment of certain missile electronic equipment and defense material. It has been used by the military for some time, but the Struthers Wells shipment was one of its first commercial applications.

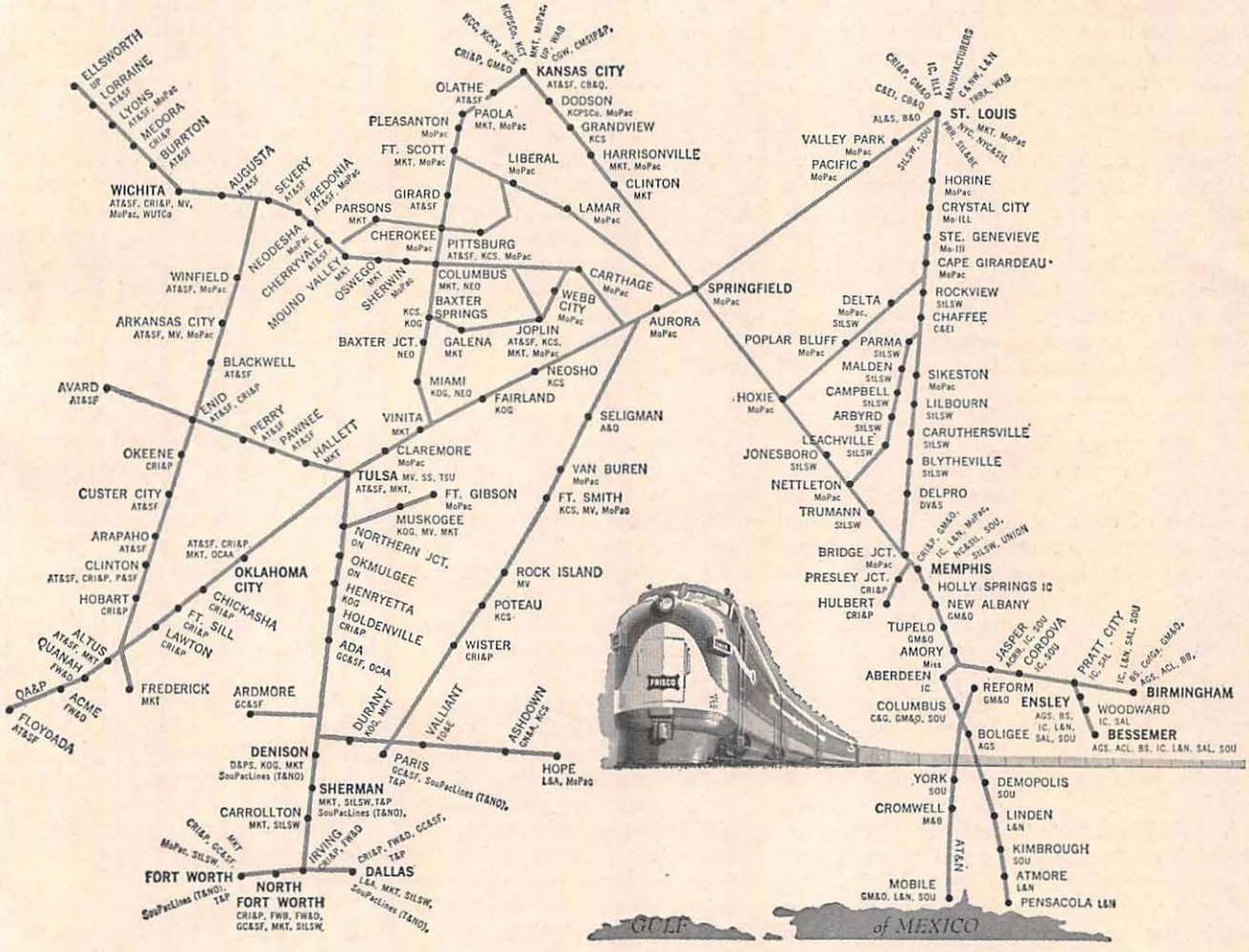
For shipment, the heat exchanger (25 ft long and about 5 ft in diameter) was mounted in a cradle 32 ft long and 7 ft square. The entire unit was secured to a flat car by 16 tie-down and cable assemblies—nothing more.

This system permits the lading to move fore or aft under impact, but maintains it under positive control. Damage is prevented because the high-strength elastomeric tie-downs absorb more than 80% of the shock load.

That the method worked was proved by the safe arrival of the complex equipment, which incorporates over 3,000 tubes positioned to extremely

(*Continued on page 44*)

Where Do You Want to Ship IT?



FRISCO's 145 interchange points with 64 railroads give you nationwide distribution in 278 directions!

"Via FRISCO" you can ship almost anywhere. For FRISCO's strategic, mid-continental position and multiplicity of connections give you just the right interchange point and route combination for fast, dependable rail service to and from most major markets throughout the country.

What's more, FRISCO's 5,000 miles of track affords you direct, one carrier, modern rail service to and from almost 1,000 points in 9 states, Southeast-Southwest.

Take advantage of the nationwide distribution possibilities available to you via FRISCO. Consult your FRISCO Sales Representative; offices in 64 principal cities.

SHIP IT ON THE FRISCO

5,000 MILES SERVING: MISSOURI • KANSAS • ARKANSAS • OKLAHOMA • TEXAS • TENNESSEE • MISSISSIPPI • ALABAMA • FLORIDA

HOW TO MODERNIZE THE IC ACT—PART II *(Continued from page 13)*

enforcement," he recommends, not trimming down, but "bringing gray area transportation within the scope of the act." "This constructive approach will," he says, "do far more toward enabling healthy competition among carriers than the drastic measures suggested."

A sizeable group of replies reflects some apparently strong feeling that regulatory changes should go beyond the form or wording of the Interstate Commerce Act, to a redefining of the duties of the Commission itself.

"The ICC," says one such reply, "should be retained only as the final judge regarding all phases of transportation, including safety, service and fair and competitive rates." As to its rate function, "the Commission should act only if protests were filed or rates were obviously unfair."

A California man proposes "the following major functions for the ICC: 1) protection of the shipping public from discriminatory rates, charges or practices, and from inadequate service or facilities; 2) protection of carriers from ruinous competition among themselves; 3) protection of the public and of carrier employees from unsafe conditions and practices; and 4) protection of national safety by sponsoring and subsidizing construction and operation of militarily strategic rail lines and highways."

A mid-Westerner thinks the ICC should have "complete overall power to coordinate all forms of transport," but with a separate division for each. In this way, he says, "one hand would know what the other is doing, without favoritism or discrimination, as we now have them."

A couple of replies, in this same general group, were more severely critical of the Commission than of the law. "Our greatest need," said a Southern traffic manager, "is a total review of the present administration of the law by the ICC. . . . [It] appears to have the most urgent need for trimming, streamlining and an understanding of the shipper's position . . . before Congress tampers with the law, or attempts further changes in it. . . . Please let the law alone for the time being, and start the trimming with the Commission and its administration of the law. Trimming the law can be accomplished, if necessary, after the Commission sets its own house in order."

Another man suggests that "direction be given to the Commission that the furthering of public interest requires that goods be moved by the carrier, or mode of carriage, which will do the most efficient job; and that reduction of rates by a more efficient carrier, made with the express purpose of diverting traffic to that more efficient carrier, should be encouraged." Regulatory agencies, he concludes, "should prevent carriers from unduly burdening some traffic merely to increase the volume of other traffic; and should encourage orderly diversion of traffic from a less efficient mode of carriage to a more efficient mode as technological advances are developed in one or the other."

Both of the two men last quoted explained their conclusions in considerable detail. One "noted with alarm" the tendency "to permit carriers to lower volume rates and then allow the same carriers to increase small-shipment charges to a prohibitive level." Small shippers, he also feels, are unduly burdened with formal procedural details and in the ICC's handling of tariff matters. The second man feels the ICC "has misconstrued public interest in that, in weighing the 'just and reasonable' nature of a rate, it has placed undue emphasis on the effect such rate may have on the protesting carrier rather than the effect of the disputed rate on the carrier initiating it."

●

Considered as a whole, replies to the Poll's very general question were not subject to precise tabulation. There were extreme views on both sides of the question, and varying shades of opinion all the way in between. Only one respondent indicated general satisfaction with the present set-up. Only one or two, on the other hand, would abolish it in toto.

(One Texan, in a late reply, does say: "If legislation were submitted to abolish the ICC, and such legislation incorporated proper safeguards to eliminate harrassment of railroads under the anti-trust laws, then the Interstate Commerce Act could be abolished. At the same time, proper preventive action could be instituted which would give carriers the freedom they need to continue their struggle for survival in the competitive field of public transportation." The writer of this proposal realizes, he says, that it is a "radical" idea, but "rests his case upon future developments.")

Others, in statements which appear reasonably to represent the consensus of all replies, would:

"Revise the act to make regulations uniform, with rates based on out-of-pocket costs.

"Trim down the law, to revise and unify it, and eliminate a good deal of language—but not to a dozen pages.

"Equalize regulation—but don't abandon it.

"Modernize the law—and procedures under it, so companies don't go bankrupt waiting for a decision."

ELASTIC TIE-DOWNS PROTECT LOADS *(Continued from page 42)*

close tolerances. Success of the method in counteracting impact forces was further demonstrated when a car-mounted recorder indicated one impact of 10 mph, one of 9 and two of 7.

The Lord system, incorporating economical and reusable tie-down assemblies, eliminates need for special cars, because it can be used on any flat car to protect any wheeled or skidded load, of any size, weight, shape or fragility.

The key to its effective shock-cushioning action is its large deflection capability—up to 15 in. under a 20,000-lb force. With it, it is possible to limit shock loads to a maximum of 2G for 8-mph impacts.

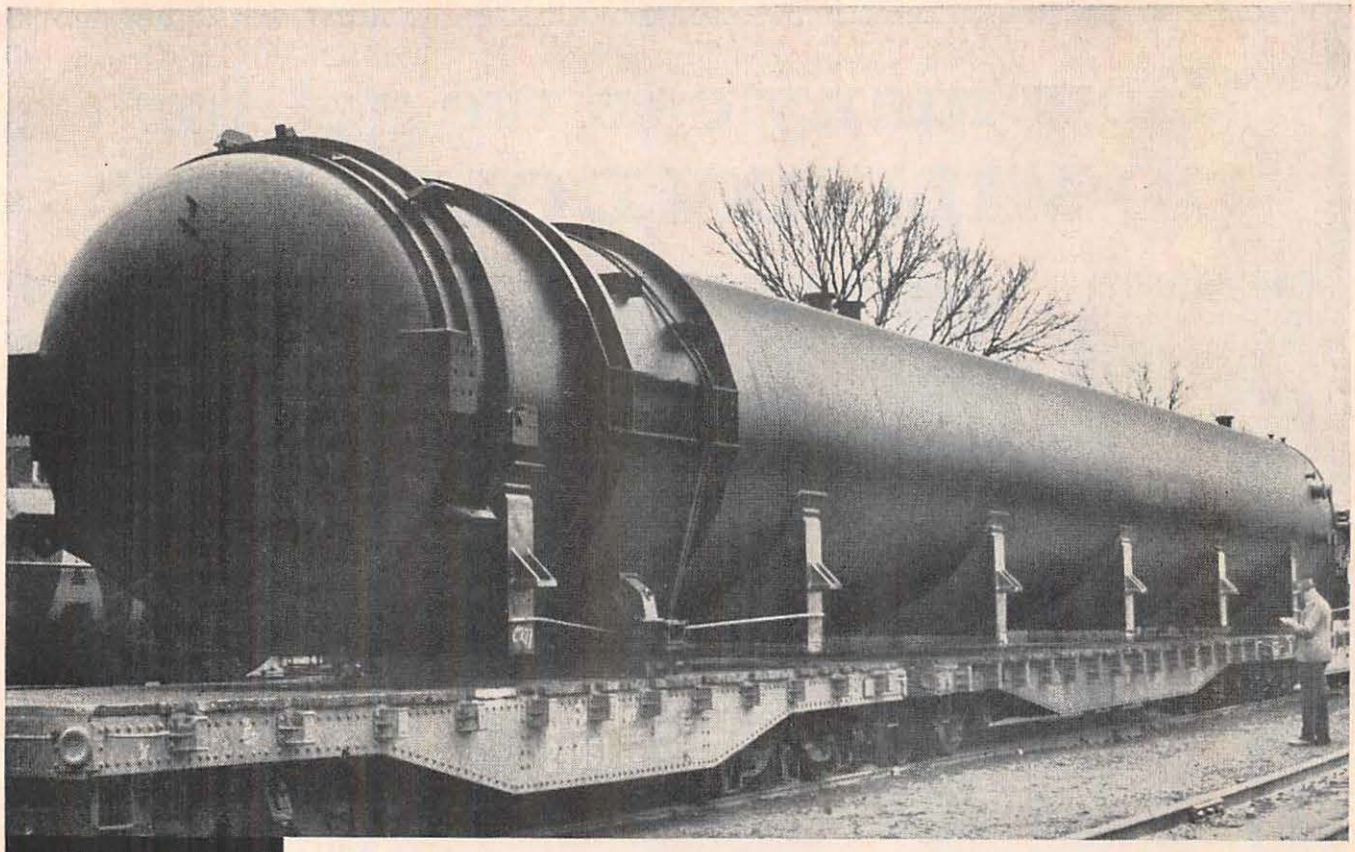
The system has the added advantage of being fast and economical to use. Tie-downs are attached at convenient points along ends, corners or sides of lading. One end of each tie-down is connected by cable to the lading; the other end, by cable, to stake pockets on the car.

The assembly is then "snugged up" to produce a small pre-load which centers the lading.

Costly and time-consuming shoring, bracing, wheel chocks, special attachments or car modifications are not needed. Number of tie-downs depends on size and weight of lading.

The flexibility and strength of the tie-downs come from a "shear sandwich" design—an elastomeric section bonded between metal plates. In use, the tie-down is stressed in the shear mode (parallel to the plates) to produce high shock absorption.

The Tylastic Tie-down system is, basically, an extension to large, non-packaged lading with low shock tolerance of an approach that has long been used with such packaged equipment as jet engines, business machines and electronic units. Shipping containers incorporating resilient suspension systems are the standard means for protecting equipment of those types during shipping and handling.



It was a BIG job, that only a railroad could handle . . .
It was a precision job, calling for extreme care and skill.

Length, 127 feet...

Weight, 135 tons...

L&N made on-time safe delivery!

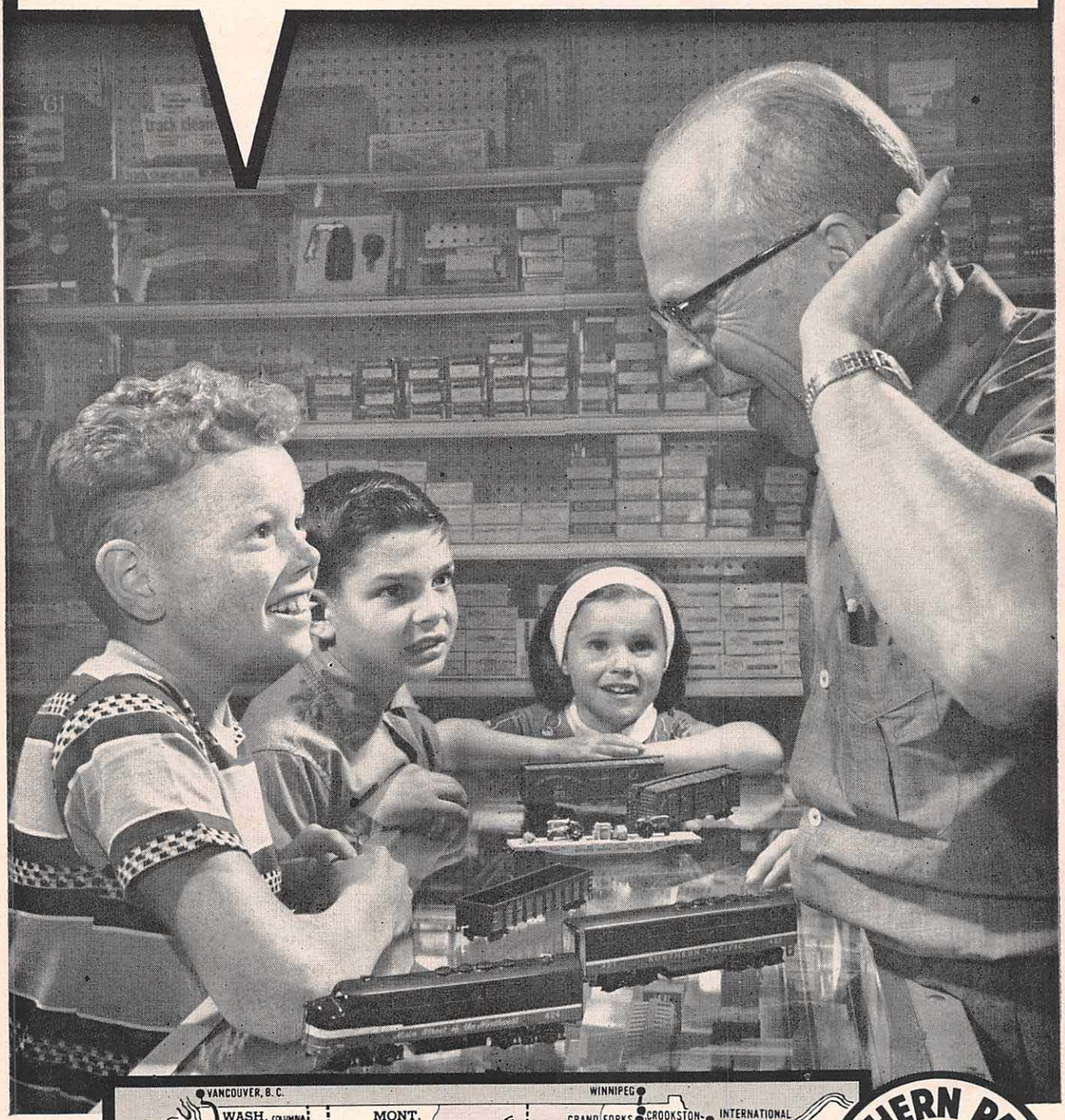
Units to be shipped seldom come bigger than this gigantic cylinder. Three L & N flat cars transported it from Birmingham, Ala., to Knoxville, Tenn. Six months' planning went into the shipment, with every mile of the rail route between the two cities prechecked for adequate clearance measurements.

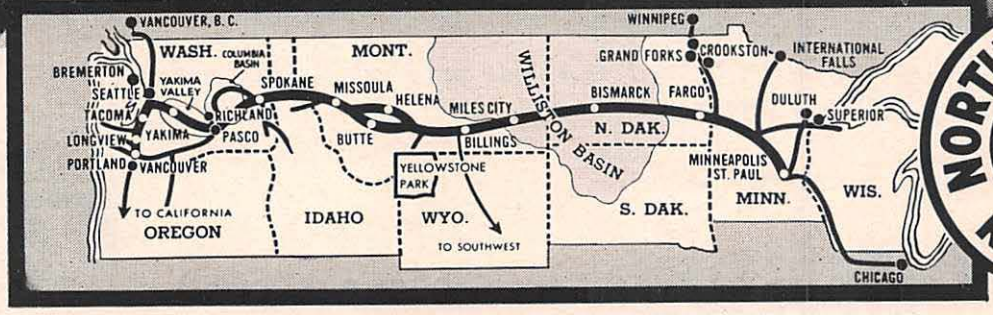
Careful L & N handling brought about on-time safe delivery of the unit, believed to be the largest and heaviest single item ever received by rail in Knoxville. You expect exceptional service from L & N . . . and get it. Be sure, be safe . . . ship L & N to, from, and through the Central South!

Write or phone Freight Traffic Department, Louisville and Nashville Railroad, Louisville 1, Kentucky (JUniper 7-1121).

LOUISVILLE AND NASHVILLE RAILROAD

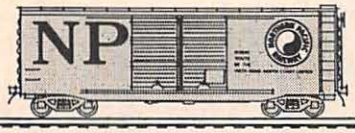
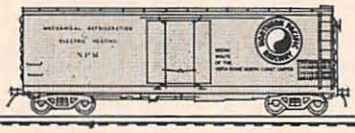
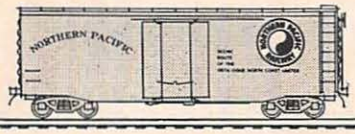
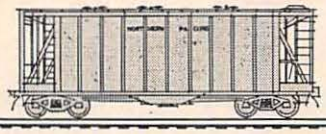
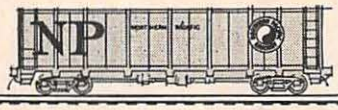
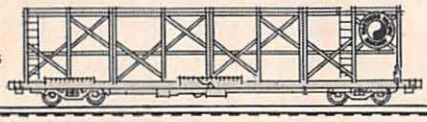
"How many can we get for 10 MILLION DOLLARS?"





NORTHERN PACIFIC RAILWAY

NP is buying these freight cars for $10 million in 1961

QUANTITY & TYPE		DESCRIPTION
248 Box cars with roller bearings		50½' 15' double door
50 Mechanical refrigerators		50½' roller bearings
200 RBL refrigerators with damage-prevention equipment		50½' roller bearings
20 Covered Hoppers		Airslide-Equipped
100 Wood chip cars		60' roller bearings
50 Cabooses		Steel, cupola type, cartridge type bearings
21 Auto Racks		Multi-level

"We just bought 15 new Diesel-electric locomotive units last year!"

NORTHERN PACIFIC...equipped to handle your freight!

AFTER HOURS WITH JIM LYNE

HOFFA ALMOST WON—I note that eight members of the Senate Commerce Committee voted September 15 to keep the Hoffa Bill (S.1197) under active consideration. A bare majority, nine, voted to postpone further action until January. Those who supported the Hoffa position were Magnuson (Wash.), Pastore (R.I.), Monroney (Okla.), Yarborough (Tex.), Engle (Calif.), Hartke (Ind.), Bartlett (Alaska), Cotton (N.H.). Probably these lawmakers will be glad to explain their action to their constituents while they are home after the present session adjourns.

I have never felt that a constituent has the right to instruct a lawmaker how he should vote. The most he can rightfully request is that the legislator inform himself fully, and then vote as his conscience dictates. But any constituent certainly does have the right to expect that a representative will not be following blindly the instructions of any other of his constituents.

WHAT IS 'COMPETITION'?—As practiced in transportation, under present regulation, competition does not have the usual meaning of producing "more and better goods and services at the lowest possible price." Instead, in transportation, competition has been construed to mean "trying to preserve the existence of all entries in the field to the detriment of the most efficient."

The revised definition is by Former Commissioner Tony Arpaia. To my way of thinking it is accurate as regards water, highway and air transportation—but falls short as far as railroads are concerned. Other kinds of transportation are protected against competition from the railroads, but not vice versa.

QUALIFICATIONS FOR ICC—Incidentally, as I recall, when Mr. Arpaia was named to the ICC it was pointed out that his transportation experience had been as a "lawyer for truckers" (as if that were, necessarily, a misfortune). Whatever his opinions of transportation competition may have been at that time, he certainly was quick to adopt a judicial and objective point of view. Nobody could say that his performance on the ICC was swayed by his previous connections.

It has always seemed passing strange to me that men with railroad experience are so seldom named to regulatory commissions. There have been commissioners who have been lacking in a judicial attitude to their duties—but failure to qualify in this respect has little to do with the candidate's previous connections.

One of the country's sternest judges, dealing with criminal cases, before he ascended the bench, was a criminal lawyer with a notable record of getting his clients acquitted.

'RAILROAD TALK'—Authorship of that poem I printed here June 12 — about the trainmaster, the master mechanic and the locomotive engineer all taking the blame for a derailment, instead of blaming it on the track foreman—has been traced back to A.T. Pearson, formerly a Monon conductor (now deceased). My informant is J. P. Garrett, PRR track supervisor.

There is a lot of anonymous railroad literature like this going the rounds. My favorite is of World War I vintage, about the head brakeman who, when asked what he was doing when an accident occurred, said he was engaged in "railroad talk" with the fireman. Asked what "railroad talk" was, he said: "Women and back pay." Unfortunately, not all of these anecdotes are suitable for publication.

Weigh 1108 pounds less per car than steel

EVANS DF-B* ALUMINUM BULKHEADS

Less deadweight; easier handling; less maintenance; more cargo protection

American railroads and shippers are reaping a 3-way benefit from the new one-piece DF-B Bulkhead made of Reynolds Aluminum by Evans Products Company.

First—aluminum bulkheads are lighter—almost a third lighter than steel. This means more than 1100 pounds extra payload capacity per car. And aluminum bulkheads can be maneuvered and positioned by one man for faster loading.

Second—aluminum means maintenance savings. No surface preparation. No refinishing. No rust—ever. The exceptionally long life and high strength-weight ratio of aluminum makes the DF-B Bulkhead practically a lifetime investment.

Third—aluminum protects cargos better. The high corrosion resistance, rust-free and insulating properties of aluminum make it ideal for refrigerated and RB cars, as well as for standard freight cars. And the strength of aluminum plus its ability to absorb impact mean better cargo protection. The DF-B Bulkhead has withstood test collisions at 10 MPH supporting 40,000 pounds.

This new aluminum bulkhead is the result of three years development and research by Evans Products Company and Reynolds. For more information on the DF-B Bulkhead, and other money-saving applications of aluminum in railroading, contact your local Reynolds office, or write *Reynolds Metals Company, P. O. Box 2346-TM, Richmond 18, Virginia.*

REYNOLDS ALUMINUM IN RAILROADING—
INCREASING PAYLOADS AND PROFITS—DECREASING MAINTENANCE COSTS

Crossmembers

Inner Liners

Doors and Roofs

Hopper and Gondola Cars

*T. M. Evans Products Company

DF-B aluminum bulkheads are suspended from overhead traveling beams. They can be locked in any location in the car, or rotated against the wall during loading. Because they're made of strong, lightweight Reynolds Aluminum, they can be easily handled by one man.

REYNOLDS ALUMINUM

Watch Reynolds exciting TV programs on NBC: The Dick Powell **Reynolds Aluminum Show** every other Tuesday; **Say When,** weekdays; **All Star Golf**—in living color—every Saturday.

Get Bigger Results...

with Men Trained in RR Supervision

Now you can take a big step forward to improve human relations and solve operational problems... keep jobs running smoothly and efficiently... with the aid of a carefully developed training program for supervisors and for men preparing for supervisory work.

To meet the growing demand for just such a training program, a brand new two-year course in the fundamentals of supervision has been designed especially for railroad men by the Railway Educational Bureau.

Here you have a home study course based on a highly specialized series of texts covering the latest methods of supervision. The first half deals with the human side of supervision; the second with the material side (costs, planning, etc.). Designed especially for railroad men, it is prepared in *railroad* language, deals with actual *railroad* situations.

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Traffic Publications

METHODS OF LOADING FIBREBOARD DRUMS IN CLOSED CARS. General Information Series No. 538 (cancels GIS No. 514). 20 pages; illustrations. Freight Loading & Container Section, Association of American Railroads, 59 East Van Buren St., Chicago 5.

NEW SHIPPING CONTAINERS FOR CANTALOUPS. A study of ways to reduce damage and costs. 52 pages; illustrations. Marketing Research Report No. 459, Agricultural Marketing Service, Transportation and Facilities Research Division, US Department of Agriculture, Washington, D.C.

TRAFFIC PATTERNS IN DOMESTIC WATER TRANSPORTATION OF FARM PRODUCTS AND SUPPLIES. 64 pages. Marketing Research Report No. 465, Agricultural Marketing Service, Transportation and Facilities Research Division, US Department of Agriculture, Washington, D.C.

BULLETIN SP-4070. A condensed catalog covering the complete line of Clark fork trucks, hand trucks, straddle carriers, towing tractors, attachments and container handling equipment. Industrial Truck Division, Clark Equipment Co., Battle Creek, Mich.

HOW ACME STEEL STRAPPING SECURES GREATER SAVINGS THROUGHOUT THE PLYWOOD INDUSTRY. Contains recommendations for unitizing plywood panels into easily handled units, plus information on box car loading and efficient shipping quantities. 4 pages. Form AD-389, Acme Steel Co., 135th St. & Perry Ave., Chicago 27.

A GUIDE TO BETTER CLOSURES. Describes and compares commonly used methods of bottom closing regular slotted containers and other corrugated boxes. 20 pages. Form AD-230, Acme Steel Co., 135th St. & Perry Ave., Chicago 27.

USE OF PRESSURE SENSITIVES. Describes applications of pressure-sensitive tapes and labels in shipping and for other purposes, including a complete planning guide. 12 pages. Bulletin TB-61-15M, Topflight Corp., 160 E. 9th St., York, Pa.

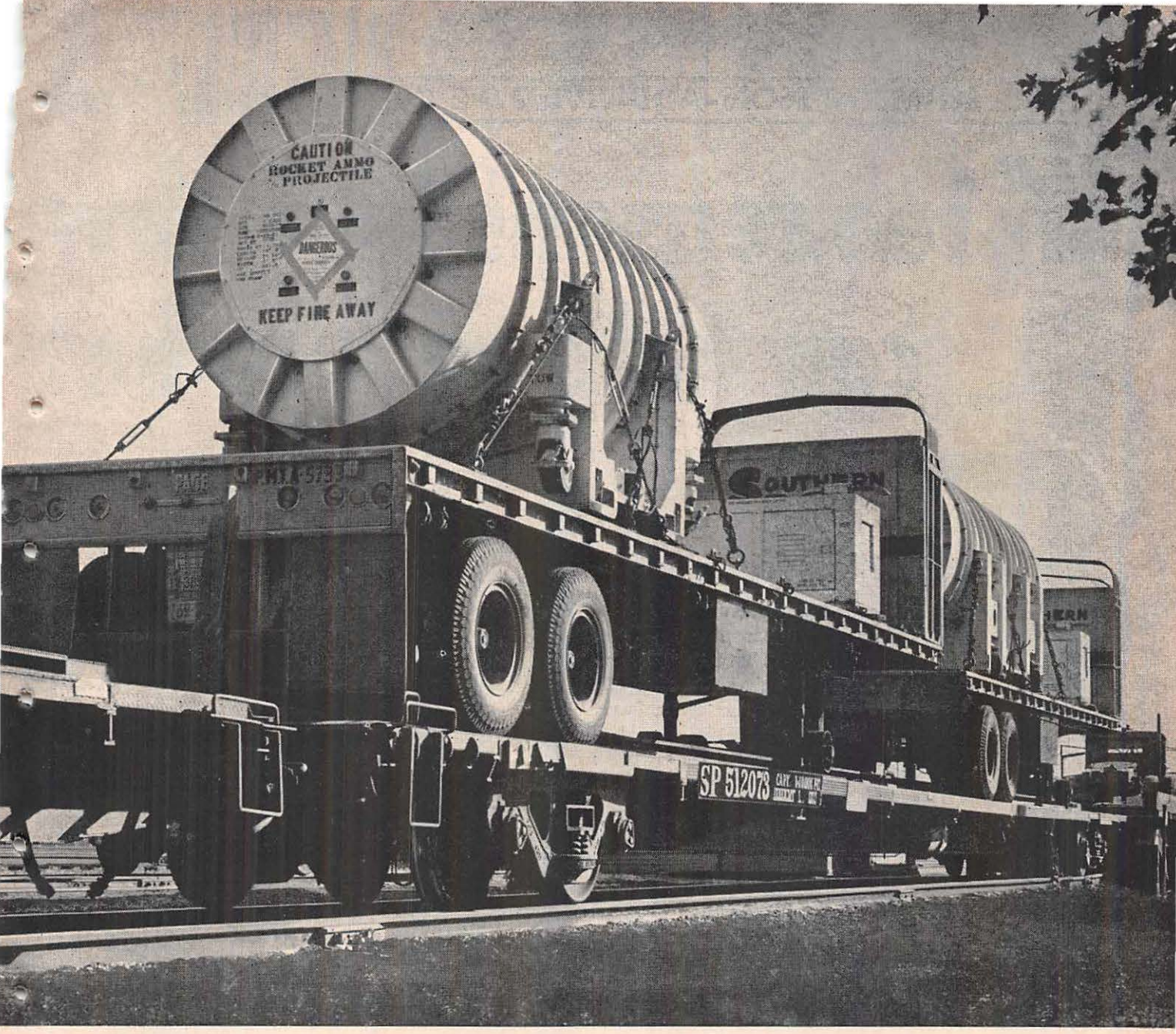
BULLETIN A-23. Describes new portable Airveyor unit for transferring pelletized or granulated plastics. Fuller Co., Catasauqua, Pa.

BULLETIN A-22. Describes portable "Breather" for use in pneumatic loading or unloading of Airslide cars. Fuller Co., Catasauqua, Pa.

WHICH IS BEST FOR YOU? Explains lease and rental finance plans available to buyers and users of ATC industrial lift trucks. 12 pages. Automatic Transportation Co., 149 W. 87th St., Chicago 20.

RUBBER SHEET PACKING. A brochure describing uses of natural and synthetic rubber sheet packings. Bulletin PK-170A, Johns-Manville, Packing Materials Division, 22 E. 40th St., New York 16.

SHOCK SIGNATURES AND SPECTRA FROM RAILROAD SWITCHING LOADS. Comparison of shocks from actual switching with those provided by a specially-designed ramp test facility show that greatest accelerations occur at car ends and above 4 mph. 83 pages. Order SCTM 410-60 (73) from OTS, US Department of Commerce, Washington 25, D.C. $2.25.

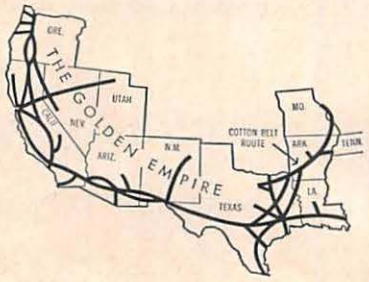


Safe conduct for the Polaris—by S.P. Piggyback

The trip a Polaris missile takes to a military base is a crucial one. Thanks to the ingenuity of Southern Pacific freight specialists, components of these large ballistic missiles are making this overland trip safely.

Working closely with the U. S. Navy and with manufacturers' representatives, S.P. developed a system for moving the Polaris with maximum protection, using standard Piggyback equipment. Missile component containers of various sizes are mounted either on flatbed trailers or in refrigerator vans, which are then placed on S.P. Piggyback flat cars for rail movement. The delicate components of the Polaris enjoy a safe, temperature-controlled and impact-free ride.

This is another example of how teamwork and Southern Pacific freight-handling skills helped solve a critical shipping problem.



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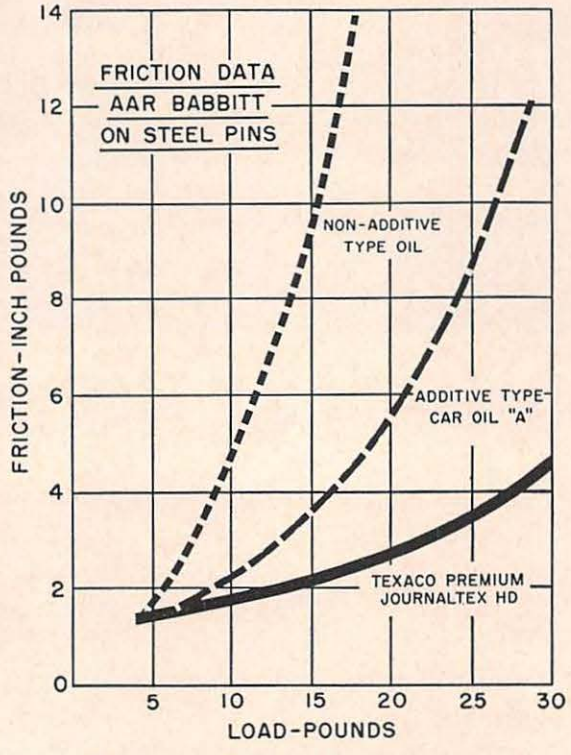
PREMIUM OR NON-ADDITIVE TYPE OIL? | *Premium* Texaco

Three reasons why new can help reduce hot

60% less friction

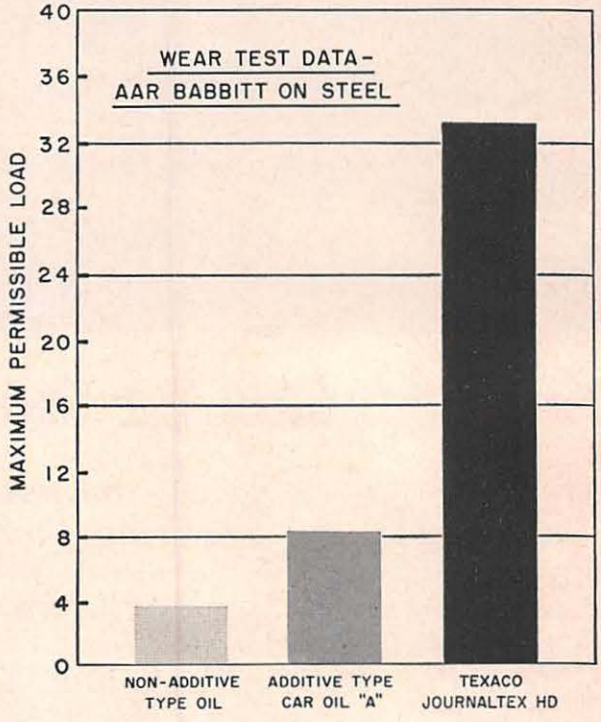
Less friction means lower operating temperatures . . . an important reason why Texaco Journaltex HD can help cut hot boxes as much as 40%. A special additive gives Journaltex HD a 60% lower friction coefficient under heavy load than most non-additive type oils.



Lower friction coefficient of Texaco Journaltex HD graphically illustrated. Journaltex HD's ability to resist friction becomes even more pronounced as load-pounds are increased. The uniform quality of Texaco Journaltex HD assures consistently reliable performance.

8 times greater load-carrying capacity

Metal-to-metal contact between journal and bearing, the result of localized high bearing pressure, is a common beginning of hot boxes. Actual tests at Texaco's Research Center prove that Journaltex HD retains its protective oil film at a pressure *8 times greater* than the failure point of a non-additive type oil.



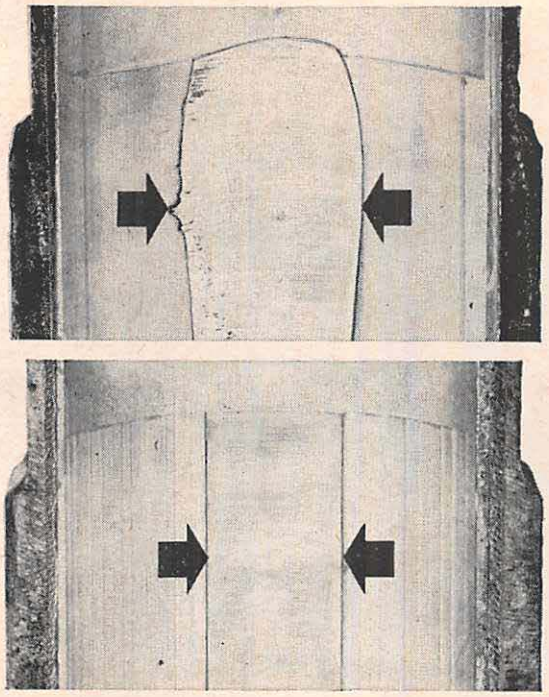
Greater load-carrying capacity of Texaco Journaltex HD graphically illustrated. Journaltex HD retains its protective oil film at a laboratory pressure much greater than would be encountered under average operating conditions.

Journaltex HD can actually prove more economical

Texaco Journaltex HD boxes as much as 40%

Minimum bearing metal displacement

Scored, worn, and misaligned bearings are also a common cause of hot boxes. Texaco Journaltex HD has a built-in characteristic that hinders gross bearing metal removal. Instead, Journaltex HD redistributes minute amounts of babbit... *actually assists in reseating the bearing.*



Smoother bearings with Texaco Journaltex HD. Contact areas of above journal bearings were reduced to 9 sq. inches and subjected to identical tests. Serrated edges (arrows) on top bearing, run on non-additive type oil, indicate considerable metal displacement. Straight edges (arrows) on lower bearing, run on Texaco Journaltex HD, indicate almost no metal displacement.

Savings can reduce car oil costs by 22c a gallon

Five major roads reported up to 40% decreases in hot boxes after switching to Texaco Journaltex HD. Savings because of reduced hot boxes can more than offset the slight additional cost of premium Texaco Journaltex HD.

For example: Suppose a road using 200,000 gallons of car oil yearly reduces hot boxes from 1,100 to 660 by switching to Journaltex HD in all journal boxes—using both summer and winter grades. A minimum saving of $100 on each eliminated hot box would net this road $44,000. This sum, if applied to the purchase price of the car oil, would reduce its cost by 22¢ a gallon. Therefore, in real terms, the per-gallon-price of Texaco Journaltex HD is actually about 16¢ less than the price previously paid for the non-additive type oil.

For full details on how Texaco Journaltex HD and unmatched service can mean fewer hot boxes for your road, call the nearest Texaco Railway Sales Office in New York, Chicago, San Francisco, St. Paul, St. Louis or Atlanta. Or write:

Texaco Inc., *Railway Sales Division,* 135 East 42nd Street, New York 17, N. Y.

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Test Results Released For K-M Hydraulics

Test results from the demonstration run of the Krauss-Maffei diesel-hydraulic locomotive in Austria during July are now available to add fuel to discussions of the diesel-hydraulic's performance.

The unit tested was the first of three destined for the Southern Pacific; three duplicate units also have been built for the Denver & Rio Grande Western (RA, July 24, p. 20). These are the largest single-unit diesel locomotives ever built.

Five runs were made on Semmering Pass in each direction from Wiener-Neustadt to Murzzuschlag (41.6 miles), a portion of the Austrian Federal Railways line from Vienna to Yugoslavia and northern Italy. The Semmering line has been electrified for about three years.

The northern slope, ascending from 832 ft elevation at Wiener-Neustadt to 2,930 ft at Semmering, includes three sections of heavy grade which were used for measuring the output of the 4,000-hp diesel-hydraulic. The line on the south side of Semmering Pass includes two grade sections where locomotive tractive effort could be carefully measured. Ruling grade on the northern ramp is 2.52% uncompensated, with curves of 6.18 deg. Maximum running resistance for scheduling purposes is calculated at 56 lb per ton. On the southern ramp, the maximum is 2.39%, with 6.18 deg curves and calculated resistance of 52 lb per ton.

On all runs the locomotive hauled regular Austrian freight trains. In each case it was accompanied by a dynamometer car of the Austrian Federal Railways. It was possible to measure performance only at slow speeds and full load. Because of the high axle loads of the 4,000-hp locomotive—25.5 tons—a maximum speed of 28 mph was imposed during its operation on the Austrian lines. Austrian electric locomotives have axle loadings from 20 to 23 tons.

The measured drawbar pull (average of five runs) on each of the five grade sections is shown in the accompanying table. On the first of the sections, the measured and the computed drawbar pulls were the same. The remaining four sections showed measured drawbar pull in excess of rated by 1.2, 0.8, 1.3, and 3.5%, in that order.

Engine weight for all tests was 152 tons maximum. Speed was limited to a maximum of 28 mph on all portions and all runs. Tonnage on the north ramp ranged from 928 tons (86 axles) to 955 tons (88 axles), and on the south ramp from 902 tons (96 axles) to 1,068 tons (106 axles). Maximum permissible tonnages with European screw couplings are 964 and 1,029 tons, respectively. Averages during the tests were 942 tons (78 axles) and 981 tons (90 axles).

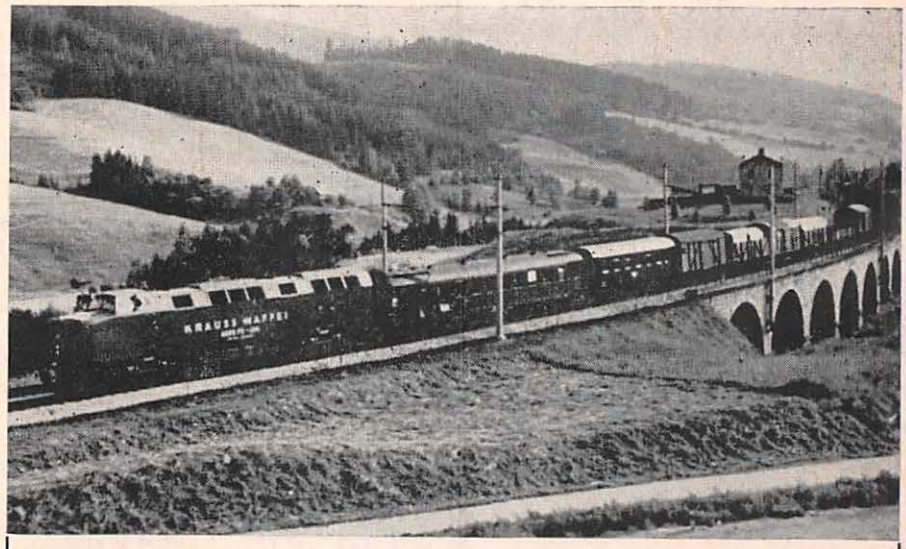
Starting tests were carried out on both the north and south ramps. The north-ramp test began with the train at a standstill on a 2.52% gradient and an S-curve with 6.18 and 4.85 deg curvature. Train weight was 955 tons on 88 axles. The train started at throttle step 10 (15 steps total) with a measured drawbar pull of approximately 77,000 lb. Maximum drawbar pull during the start was 80,000 tons at 2.48 mph. At full throttle, a measured drawbar pull of 70,400 tons was obtained at 9.95 mph.

The south-ramp start was made from straight track interrupted by a short 2-deg curve on a gradient of 2.39%. The train was the heaviest handled on any of the tests—1,068 tons on 106 axles. The start was made at 64,000 lb drawbar pull in throttle step 9. Both starts were made without sanding and without wheel slip.

Lack of suitable instrumentation made dynamometer measurement of the hydrodynamic braking effort impossible during the Semmering trials. These are the first diesel-hydraulic locomotives to be fitted with hydrodynamic brakes.

Measurements showed that all water, air, and oil temperatures remained within permissible ranges throughout the tests. The important transmission and braking oil circuit, measured at its hottest point—the transmission output—reached a maximum of 194 deg F on uphill runs and a maximum of 224.6 deg downhill with hydrodynamic braking. Outside air temperature in the shade during these measurements reached 89.6 deg.

Completely valid conclusions about fuel consumption could not be formed on the basis of the measured data. Average consumption for each 83-mile trip, from Wiener-Neustadt to Murzzuschlag, including switching, was 316 gal.



SP's diesel-hydraulic (above) was used for July test runs in Austria. Measured drawbar pull on each of five grade sections is shown below; the figures are the average of five runs on rugged Semmering Pass.

GRADE, %	MAX. CURVATURE, deg.	SPEED, mph	DRAWBAR PULL, lb
2.13	4.25	18.5	44,800
2.23	9.25	17.6	48,060
2.39	6.18	16.2	51,420
2.5	6.18	15.8	51,640
2.52	6.18	16.25	51,600

PEOPLE IN THE NEWS

AKRON, CANTON & YOUNGSTOWN.—William F. Henry, traffic manager—rates and divisions, Akron, Ohio, promoted to vice president—sales and service and his former position abolished. **William G. Donovan** appointed district traffic manager, New England States, with headquarters at 29 Cushing Ave., Hingham, Mass. Position of New England agent abolished.

ALABAMA, TENNESSEE & NORTHERN.—R. N. Schmidt named assistant superintendent-roadmaster, Mobile, Ala.

ALASKA.—D. L. Allen, assistant general traffic manager, promoted to general traffic manager, effective Aug. 1 **Fred Hoefler,** traffic manager—rates and tariffs, named assistant general traffic manager.

ASSOCIATION OF AMERICAN RAILROADS.—E. Paul Miller, manager, Closed Car Section, Car Service Division, appointed chairman of the division, succeeding **Ralph E. Clark,** who retires Sept. 30.

BALTIMORE & OHIO.—H. H. Lehkamp appointed assistant general passenger agent, Cincinnati, Ohio.

B. R. Dellinger, assistant signal engineer, appointed principal assistant signal engineer, Baltimore. **J. M. Beavers,** signal supervisor, Aikin, Md., appointed general signal supervisor, Baltimore. **H. L. Anderson** transferred from signal supervisor—construction, Cumberland, Md., to signal supervisor, Ohio division, Cincinnati, replacing **J. W. Kunker,** retired. **J. E. Wiseman** promoted to signal supervisor—construction, B&O Chicago Terminal, Chicago. **W. H. Kinsinger** promoted to assistant signal supervisor, B&OCT, succeeding Mr. Wiseman. **H. E. Childers,** appointed signal supervisor, Staten Island Rapid Transit, replacing **P. E. Provenzano. L. J. Hollada** appointed assistant signal supervisor, Baltimore division, replacing **W. R. Wheat,** signal supervisor, retired.

BESSEMER & LAKE ERIE.—James R. Marshall appointed assistant to manager of sales.

BURLINGTON.—W. K. Bush, director of the land and tax department, elected treasurer and assistant secretary, Chicago, to succeed **R. W. Coglan,** retired. Mr. Bush also replaces Mr. Coglan as assistant secretary and assistant treasurer of the **Colorado & Southern,** and secretary and treasurer of the **Fort Worth & Denver.**

CANADIAN NATIONAL.—T. W. Fairlie, operational research analyst, department of research and development, appointed transportation assistant, Montreal.

CANADIAN PACIFIC.—R. C. Gilmore, manager, planning—merchandise services, Montreal, appointed assistant to general manager, merchandise services, at that point, succeeding **D. E. Sloan,** named assistant to manager, highway operations, Montreal. **W. R. Flesher,** planning engineer—merchandise services, Vancouver, B. C., succeeds Mr. Gilmore.

J. N. McPherson, general foreign freight agent, Atlantic Services, Montreal, appointed foreign freight traffic manager, succeeding **W. J. Furlong,** who retires Sept. 30.

CHESAPEAKE & OHIO.—E. A. Burgin, former signal engineer, Richmond, Va., promoted to superintendent of signals on June 16. **R. W. Margsh,** assistant engineer, Detroit, Mich., promoted to signal engineer there on Aug. 1. **U. H. Auckerman,** assistant engineer signals, Richmond, promoted to district engineer signals there. **C. D. MacMillan,** assistant engineer signals, Detroit, promoted to district engineer signals at that point. **A. M. Weeks,** engineer signal construction and maintenance, Huntington, W. Va., promoted to district engineer signals there. **Wayne Cartes,** signal inspector, Huntington, promoted to system signal inspector at that point.

CHICAGO & EASTERN ILLINOIS.—W. H. Peake, general freight sales manager, Chicago Heights, Ill., appointed assistant vice president-traffic there, succeeding **W. H. Rogers,** resigned. **Blaine H. Ockey,** assistant coal traffic manager, replaces Mr. Peake. **W. F. Custer,** freight traffic manager (rates and divisions), promoted to general freight traffic manager-rates. **Vernon J. Zipfel** named freight sales manager, Cincinnati, replacing **R. E. Gotshall,** promoted.

ERIE-LACKAWANNA.—Jay D. Rentz appointed shop superintendent, program car shop, Meadville, Pa., succeeding the late **Arthur M. Kroger.**

FRENCH NATIONAL RAILROADS. — Jacques Bucher, administrative manager, traffic department, Paris, appointed general representative in North America, effective Oct. 1, succeeding **André Tiers,** who will return to Europe.

LOUISVILLE & NASHVILLE.—Lon M. Dunford, general agent, Montgomery, Ala., named division freight agent there.

MONON.—Effective Oct. 1, headquarters will be moved from 608 S. Dearborn Street, Chicago 5, to 332 S. Michigan Avenue, Chicago 4.

NEW YORK CENTRAL.—John B. Joynt, vice president—management planning, has resigned to re-establish his general management consulting practice in New York. Mr. Joynt will serve as a consultant to the NYC.

NICKEL PLATE.—B. J. Johnson appointed chief of police, Cleveland.

PASSENGER SERVICE IMPROVEMENT CORP., PHILADELPHIA.—John A. Bailey, deputy Philadelphia managing director, appointed executive director of PSIC, effective Oct. 1.

PENNSYLVANIA.—H. J. McNally, area engineer, Chicago, appointed chief engineer, New York Improvements. **W. M. McCracken,** resident engineer, Washington, D. C., appointed assistant regional engineer, Pittsburgh, Pa., succeeding **G. A. Baylor,** who replaces Mr. McNally. **W. S. Titlow, Jr.,** assistant district engineer, Cleveland, named assistant engineer, Pittsburgh, succeeding **W. J. Sponseller,** who replaces Mr. McCracken in Washington. **P. A. Mainquist,** supervisor track, Freedom, Pa., succeeds Mr. Titlow.

ROCK ISLAND.—A. F. Hatcher named to the newly created position of assistant vice president—sales and services. **Eldon A. Tharp** appointed assistant vice president—rates and divisions. **Thomas I. Megan,** general attorney, promoted to assistant general counsel.

E. Paul Miller
AAR

W. K. Bush
Burlington

Supply Trade

John M. Guidera, Philadelphia district sales manager, **American Car & Foundry division of ACF Industries, Inc.,** has been appointed New York district sales manager, succeeding **Thomas A. Ballou** (RA, Sept. 11, p. 72). Mr. Guidera will continue to serve Philadelphia accounts and also will be responsible for railroad accounts in New England and Canada.

Two representatives have been appointed to serve **Sparton Railway Equipment,** division of **Sparton Corp.** in the eastern portion of the United States. **Robert J. Passani** will cover the northeastern states from headquarters at 500 Fifth Ave., Suite A-24, New York 36. **Dan Call** will cover the southeastern states from 8913 Brieryle Avenue, Richmond 29, Va.

The following have been appointed to the newly founded advisory council of **National Safe Transit Committee, Inc.: W. L. Newman,** manager, Central Packaging Laboratory, General Electric Co., Schenectady, N. Y.; **J. P. O'Hanlon,** manager of packaging, Radio Corp. of America, Camden, N. J.; A. W. Gaulke, sales manager, Package Development Corp., Milwaukee, Wis.; and P. W. Bush, superintendent quality control, Westinghouse Electric Corp., Mansfield, Ohio.

Walter Moryto, manager of the service engineering section, **Transportation Equipment Division, American Steel Foundries,** also appointed mechanical assistant to the vice president of the division.

Industrial Traffic

Lee O. Hays has been named acting traffic manager, **Maytag Co.,** Newton, Iowa, succeeding the late **Glenn Minear.**

OBITUARY

Otto F. Brookmeyer, 72, retired general sales manager, **Electro-Motive Division** of **General Motors,** died Sept. 18 in Illinois Central Hospital, Chicago.

Neil Robertson, general traffic manager, boiler division manufacturing department, **Babcock & Wilcox Co.,** died at his home in Barberton, Ohio on Sept. 1.

New M/W Concepts Needed,

► **The Story at a Glance: Those who insist that railroads are suffering from deferred maintenance have been challenged by D&H's J. P. Hiltz. He is convinced that railroads are "in a better state of maintenance for the traffic they are carrying" than at any time during the 27 years he has been railroading, and said so in an address before the Roadmasters' and B&B conventions in Chicago last week. Mr. Hiltz suggested that some basic changes in the thinking of M/W officers are in order. Other speakers at the convention outlined courses of action to help solve railroad problems.**

A former maintenance of way man, now in the ranks of management, said last week he is convinced "that there must be a complete change in the standards, concepts, and evaluations of the maintenance of way fraternity with regard to their entire field of endeavor." He also expressed the opinion that "there must be an extension of automation never before dreamed of, which will produce a quantity and quality of work beyond our present concepts."

The speaker was J. P. Hiltz, Jr., vice president (operations and maintenance), Delaware & Hudson. The remarks were made in an address delivered before a joint session of the Sept. 18-20 annual meetings at Chicago of the Roadmasters' Association and the American Railway Bridge & Building Association.

Mr. Hiltz cited some former concepts that have been changed and then said he wondered "how foolish some of our present tie-renewal standards really are." He has come to the conclusion "that a tie should be *really bad* before it is removed—not just look bad. Thousands of 'bad-looking' ties being renewed today could very well have been left in track for many more years.

"Having the diesel locomotive, which doesn't pound ties to pieces; having improved tamping which preserves ties; having ballast cleaning which prolongs tie lives; and having a decreased emphasis placed on perfect riding conditions due to curtailment of passenger service, we must drastically change our standards with regard to tie renewals, with a view toward appreciably reducing our expenditures for this item of maintenance. We cannot afford our luxurious standards of yesterday or today."

'Foolish' Tie-Renewal Standards

Explaining what he meant by proposing a complete change in evaluations, Mr. Hiltz raised a question whether the need for painting certain parts of steel bridges is as important as it is considered to be. He explained his reasoning this way: "So, when one is starving to death and can't possibly do all that is essential, does one do that 'complete job' that we all have prided ourselves on in the past, or does one disregard the esthetic and spend the available money where it is needed most? I think we must change our evaluations to the extent that we constantly afford protection to the vital points to the best degree possible with the resources allotted to us for the purpose."

Further examples of what he meant were posed by Mr. Hiltz as questions, such as:

- "Can we afford, regardless of the circumstances, to have track section gangs that operate as such?
- "Can we afford to continue to maintain such luxuries as monitors, skylights and windows in buildings where interior lighting is used at all times regardless of the exterior light available?
- "Can we afford to erect other than buildings and structures which are as maintenance-free and as portable as present-day technology can make them?
- "Can we afford to continue to do our B&B work in other than a complete production-line manner similar to that already adapted to track work?
- "Can we afford to continue the extravagance of correcting relatively minor variations in track gage, line, surface or profile, which do not materially affect riding qualities or safety?
- "Can we afford to maintain supplies of emergency materials at every so-called 'strategic location?' "

Old Concepts Getting in Way

Elaborating on his point about the need for extending automation, Mr. Hiltz acknowledged that "we have most certainly made a tremendous amount of progress with regard to automation . . . but, we must face up to this fact squarely—we have a long way to go if the maintenance of way department is to do in the future what it did in the past to keep railroads in the running with their competition.

He is convinced "the achievement of production-line perfection must be our goal and we must not let anything stand in the way. Today many of our old standards, concepts and evaluations are standing in the way."

As an example of what he meant Mr. Hiltz raised this question: "Why does a tie-renewal gang cover 5,000 ft today and only 2,000 ft tomorrow." In most instances, he said, the answer lies in the number of ties which have to be renewed. "Can we afford to sacrifice that 3,000 ft of that gang's full potential in order to do that old 'complete job' of which we have become so proud? . . . I think that to get true production-line perfection, the potential of each unit of the gang should be determined and production programmed for the whole gang according to the potential of each individual unit.

Balance Gang and Unit Work

"For instance, if it is determined that tampers can surface 5,000 ft per day and the tie unit can renew 400 ties per day—then no more than 400 ties should be programmed for renewal in any 5,000 ft of track. No, this won't produce *really good* track at first—but the track will be an improvement over what it was—and the next time around conditions will get even better—and in the meantime you will be getting 5,000 ft per day *every day* out of that gang."

Turning to the "machinery side of automation" Mr. Hiltz, noting that "our needs for new and improved machinery are still great and urgent," declared that here again "we have a job of evaluation to do. We must gage our urgent requirements for the machine against the perfection we expect of it."

To explain what he meant he asked

'There must be a complete change in the standards, concepts, and evaluations of the maintenance of way fraternity with regard to their entire field of endeavor.'

—J. P. Hiltz, Jr.

Chicago Convention Is Told

'. . . Suggest and plan a minimum system of tracks and structures [to] carry the necessary traffic at the greatest speed possible.'

—C. E. Bertrand

this question: "If we could get *right now* an entirely automatic machine that would spot-surface track and line what it had surfaced, would we reject it because it couldn't correct long sweeps in line or long irregularities in profile?" Such machines, he said, "are desperately needed right now in order for us to stay alive. The choice might be said to be between 'a complete job and oblivion' or a 'production line job and poor health—but life.'"

He concluded: "I submit that from now until this industry wallows in net income, you must become 'productionists with a railroad to maintain' rather than 'perfectionists with a memory.'"

Another admonition that concepts must be changed was included in the closing remarks of another speaker at the meetings. C. E. Bertrand, vice president (operations and maintenance), Baltimore & Ohio, said he considered it "necessary to say that we must change our entire concept of what is wrong with our railroad system and devote our efforts to strengthening and educating our responsible people to stand on their own feet, make decisions and take action of their own initiative within bounds of proper managerial policy, rather than waiting for some antiquated method of operation to catch up with what they may consider their advanced thinking."

Must Plan Minimum System

Mr. Bertrand had stated earlier that people responsible for roadway, tracks and structures must accept this responsibility in the fullest, "utilizing your talents to suggest and plan a minimum system of tracks and structures on the property that would carry the necessary traffic at the greatest speed possible. You must devise every means for extending the service life of materials presently in the property to minimize the purchase of new and costly replacement. Manpower must be organized and distributed so as to get the broadest coverage of the items of work with the least number, and every hour of labor paid for must be put to productive use to eliminate featherbedding and employment of unnecessary forces."

Mr. Bertrand emphasized that "track cannot be effectively and efficiently worked on unless it is made available for uninterrupted periods. I have stressed most forcibly upon our transportation people this requirement and the results have been astonishing, to say the least. I find that in actual practice delays to traffic are minimized if the tracks are completely given up when and where possible for repairs. This enables the forces to get in and do their work with more efficiency than if they are worked piecemeal between trains. Quality of work is also much improved.

Mr. Bertrand also had something to say about maintenance allotments. This subject, he said, "has been handled on most roads in a rather arbitrary manner by alloting income revenue on a strict ratio basis.

"We do not feel this is a realistic manner in which to handle such expenditures and have based our expenditures on a combination of service-life requirements and traffic levels, bearing foremost in mind that an efficient transportation operation cannot be carried out without an efficient plant upon which to operate.

"We have recently proven this fact in many areas, particularly our yards, where prior to instituting a constructive program of yard maintenance we were experiencing serious delay and damage to lading account derailment," Mr. Bertrand said."

The need for continuing education to adjust to changing conditions was stressed by another speaker—T. B. Hutcheson, chief engineer, Seaboard Air Line. Changes of the future, insofar as they affect the work of managers, will be influenced by four factors, said Mr. Hutcheson. The first, he said, is the explosive growth of both the physical and behavioral sciences. Second is the rapidly increasingly complexity of technology in all fields. The third is the growing complexity of industry-society relationships and the fourth is the changing composition of the work force. "It is obvious that it is only by continuing education that we will be able to meet the problems presented by these factors," declared Mr. Hutcheson.

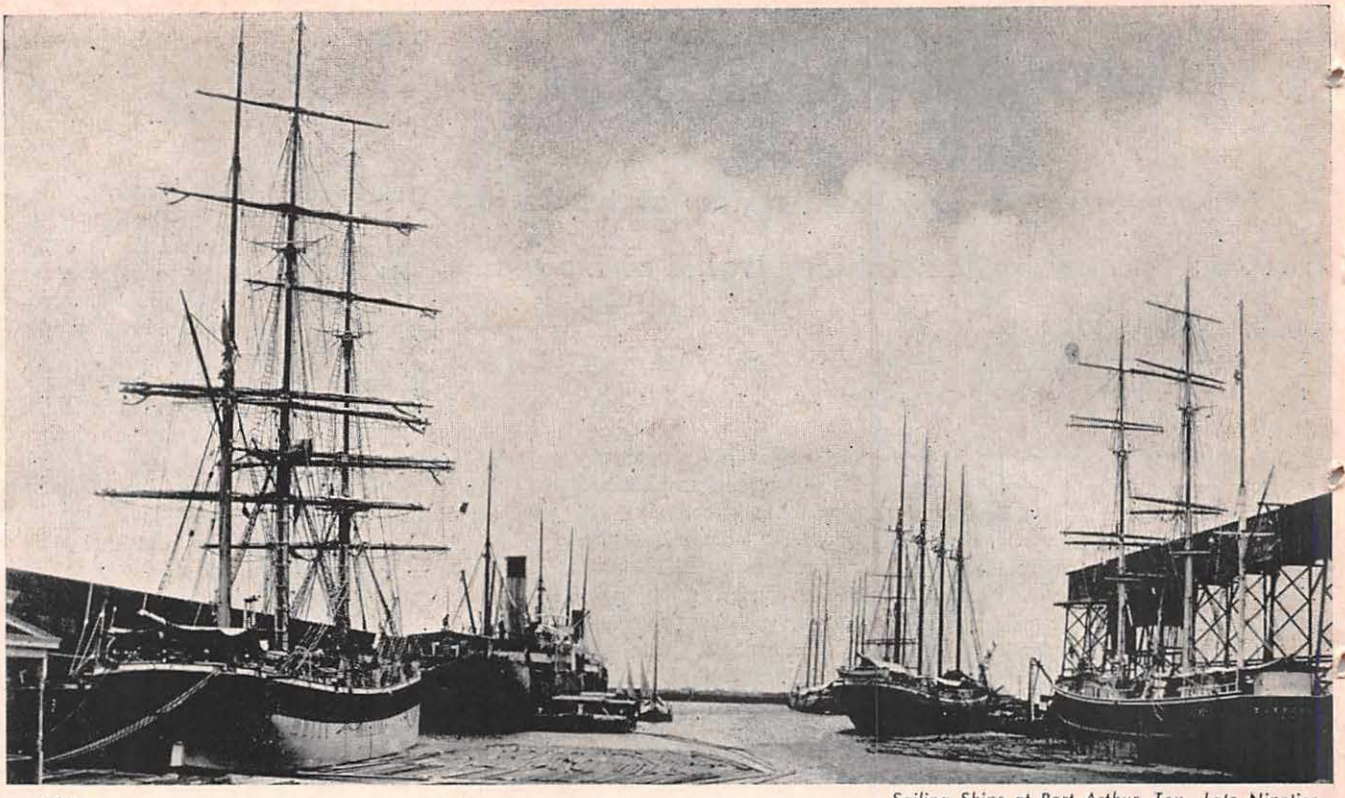
More Progress Needed

In another address presented before the two groups, Wayne Johnston, Illinois Central president, spoke of the contribution to railroad progress made by members of the two associations in recent years. "Yet," he said, "all you have done it not enough. I do not mean you are inadequate at your jobs. I mean something beyond those jobs. All of you, and I, and all other railroad people, officers and rank and file alike, need to do even more than we are doing. We need to become super-salesmen for the railroads of the United States."

Mr. Johnson detailed the "inequities of taxation, of regulation and of subsidized competition under which railroads labor." In combating this situation, "we have the good will of a substantial part of the public, but we have had very little action. We must find the way to galvanize all this good will into purposeful action. The best way I know for that to happen is for every railroad man to be a walking-talking salesman for our industry . . . We can't be lukewarm in our attachment to our railroads. If we believe in our industry, in its fundamental economy and efficiency, and if we believe in the jobs we do for our railroads, then we ought to stand up and be counted."

'All of you, and I, and all other railroad people, officers and rank and file alike, need to do even more than we are doing. We need to become super-salesmen for the railroads of the United States.'

—Wayne Johnston



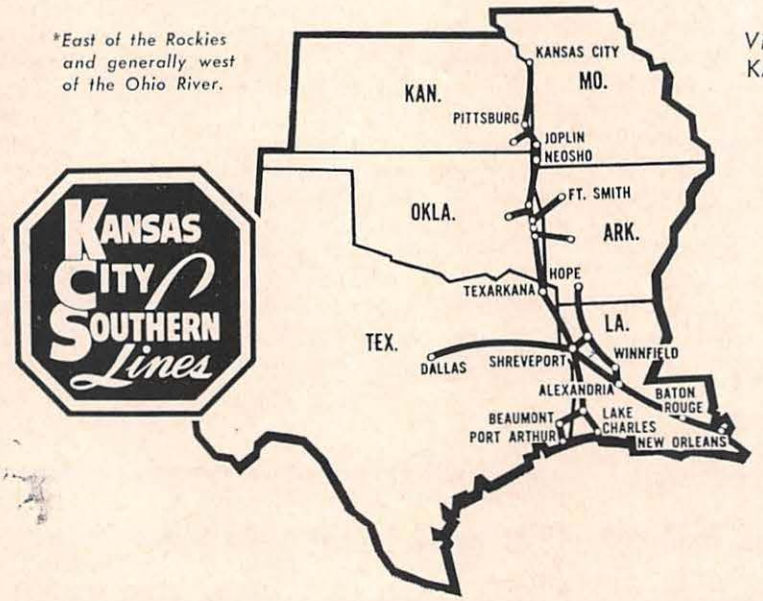
Sailing Ships at Port Arthur, Tex., Late Nineties

IN THE LAST DAYS OF THE WINDJAMMERS...

THE KANSAS CITY SOUTHERN was built between Kansas City and Port Arthur, Tex., as a short route to deepwater for the exportation of Midwestern products. Now Kansas City Southern Lines provide daily fast freight service between both Kansas City and Dallas and Five Great Gulf Ports.

For year-round movement of ocean cargo from or to the *Midwest, the Gulf is your best go—*shorter, faster, often cheaper*—and Kansas City Southern Lines have the service and know-how for quickest handling of your exports and imports.

*East of the Rockies and generally west of the Ohio River.



J. W. SCOTT
Vice President—Traffic
KANSAS CITY 5, MO.

NEW ORLEANS, LA. Second nationally in value of foreign commerce. Large International Free Trade Zone.

BATON ROUGE, LA. Farthest inland deepwater port. No congestion. Large areas for storage.

LAKE CHARLES, LA. Phosphate and barite ore specialists as well as general cargo. Growing fast in importance.

BEAUMONT, TEX. On vital Sabine-Neches waterway, with 18,000 ft. of deepwater frontage. Modern handling equipment.

PORT ARTHUR, TEX. On Sabine-Neches waterway. One of largest grain and petroleum handling ports on Gulf.

We invite you to consult a Kansas City Southern Lines representative in one of these cities:

Alexandria, La. Atlanta, Ga. Baton Rouge, La. Beaumont, Tex. Birmingham, Ala. Boston, Mass. Chicago, Ill. Cincinnati, Ohio Cleveland, Ohio Dallas, Tex. Denver, Colo. Detroit, Mich. El Paso, Tex. Ft. Smith, Ark. Fort Worth, Tex. Houston, Tex. Joplin, Mo. Kansas City, Mo. Lake Charles, La. Little Rock, Ark. Los Angeles, Cal. Lubbock, Tex. Memphis, Tenn. Milwaukee, Wis. Minneapolis, Minn. New York, N. Y. Oklahoma City, Okla. Omaha, Neb. Philadelphia, Pa. Pittsburgh, Pa. Portland, Ore. Richmond, Va. St. Louis, Mo. San Francisco, Cal. Seattle, Wash. Shreveport, La. Texarkana, Tex. Tulsa, Okla. Vancouver, B. C., Can.

Market Outlook

Carloadings Rise 15.9% Over Previous Week's

Loadings of revenue freight in the week ended Sept. 16 totaled 594,338 cars, the Association of American Railroads announced on Sept. 21. This was an increase of 81,612 cars, or 15.9%, compared with the previous holiday week; a decrease of 4,403 cars, or 0.7%, compared with the corresponding week last year; and an increase of 16,881 cars, or 2.9%, compared with the equivalent 1959 week.

Loadings of revenue freight for the week ended Sept. 9 totaled 512,726 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, Sept. 9

District	1961	1960	1959
Eastern	73,566	75,083	69,895
Allegheny	87,834	46,999	70,945
Pocahontas	44,039	43,127	39,704
Southern	92,745	93,331	97,810
Northwestern	80,390	83,483	55,333
Central Western	94,881	96,616	98,895
Southwestern	39,271	41,426	45,034
Total Western Districts	214,542	221,525	199,262
Total All Roads	512,726	480,065	477,616
Commodities:			
Grain and grain products	40,393	40,881	43,778
Livestock	4,823	5,589	6,893
Coal	91,780	88,104	88,019
Coke	7,223	4,609	2,756
Forest Products	32,121	32,005	35,389
Ore	49,528	44,714	8,338
Merchandise l.c.l.	24,515	27,249	35,585
Miscellaneous	262,343	236,914	256,858
Sept. 9	512,726	480,065	477,616
Sept. 2	599,349	577,206	547,806
Aug. 26	592,265	594,964	548,877
Aug. 19	595,154	596,464	542,486
Aug. 12	591,062	600,021	544,569
Cumulative total, 36 weeks	19,245,070	21,431,353	21,680,644

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended Sept. 9 totaled 9,801 cars, compared with 8,956 for the corresponding 1960 week. Loadings for 1961 up to Sept. 9 totaled 394,936 cars, compared with 379,242 for the corresponding period of 1960.

IN CANADA.—Carloadings for the seven-day period ended Sept. 7 totaled 66,436 cars, compared with 112,200 for the previous ten-day period, according to the Dominion Bureau of Statisics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Sept. 7, 1961	66,436	24,224
Sept. 7, 1960	67,805	20,761
Cumulative Totals		
Sept. 7, 1961	2,349,804	840,640
Sept. 7, 1960	2,514,644	969,962

New Equipment

FREIGHT-TRAIN CARS

► *General American.*—Received an order for 120 10,000-gal. aluminum tank cars from Armour & Co. The cars will cost approximately $20,000 each. They will be insulated with four inches of fiberglass and will be used to carry liquid nitrogen fertilizer. They will be leased to Armour, together with 40 rubber-lined and 30 pressurized tank cars designed to carry anhydrous ammonia and phosphatic fertilizer solutions.

► *Union Tank Car.*—Ordered 65 tank cars from its shops at Whiting, Ind., and 10 tank cars from company shops at Philadelphia, Pa. The 75 tank cars of various sizes will be delivered in September.

► *Western Maryland.*—Ordered 25 50-ton box cars and 14 70-ton, 89-ft 1-in., Auto Rack flat cars from Pullman-Standard. The cars, to cost approximately $650,000, are scheduled for delivery during October and November.

SPECIAL

► *Chesapeake & Ohio.*—Added 12 new "Roadrailers" (formerly called "Railvans") to its Northern Region fleet. This brings the total number of units to 20.

► *Fruit Growers Express Co.*—Announced that 300 additional refrigerated trailers are now on order and that deliveries will begin about Oct. 1. These trailers will supplement the 200 FGE placed in service during the 1960-61 shipping season, primarily for handling fresh citrus fruit and other perishable commodities from Florida origins to Baltimore, Philadelphia and New York metropolitan areas, with return southbound movement under Plan III piggyback operation.

► *Northern Pacific.*—Ordered 50 piggyback trailers at a cost of more than $400,000 from Brown Trailer Division of Clark Equipment Co. Half of the units will be dry freight vans; the other 25, urethane foam refrigerated units.

New Facilities

► *Texarkana Union Station.*—Has contracted with Aerojet-General for a $535,000 push button mail sack sorter system. Installation is to be completed in about nine months. Expected volume is from 20,000 to 40,000 sacks per day. Principal users of the terminal are the Missouri Pacific, Texas & Pacific, and Kansas City Southern.

FOREIGN

► *Nigeria.*—Development Loan Fund has announced the signing in Nigeria of a $3,100,000 U.S. Government loan to the autonomous Nigerian Railway Corporation to help finance part of a track relay program. The NRC is undertaking a relay program which will involve a cost of about $26 million and extend over 599 miles of the rail system. The portion involved in the DLF loan consists of 176 miles. DLF loan proceeds are to be utilized for procurement of rails from the United States.

Railway Editors Plan New Fight on L&D

► **The Story at a Glance: An expanded program against loss and damage to freight shipments is in prospect for 1962. The American Railway Magazine Editors Association, meeting at French Lick, Ind., moved to join forces with AAR's Loss and Damage Prevention Section in a new industry-wide campaign starting in January.**

In prospect during next year are specially written feature articles, to appear simultaneously in employee magazines, and new poster ideas for possible use by the AAR L&D section. These plans, and others under consideration, are aimed at putting new life in the fight to trim claims bills.

Most railroad people realize that rail carriers pay a high price for freight that is damaged or lost in transit. In 1960, Class I roads were confronted with 9.44 claims per 100 carloads handled; and at year's end the industry's bill for L&D totaled a staggering $120 million.

In contrast to the improvements which have marked railroad safety campaigns, carrier efforts to reduce L&D costs have shown only moderate success. Claims continue to run high, in part because of the higher and higher price tags on almost all commodities being carried. As one railroader put it recently, "You have to run faster and faster, just to stay even."

Last week those fighting the L&D battle picked up a new ally. The railway magazine editors, after preliminary study with the L&D prevention section at Chicago, voted to begin a major campaign in January. This work will complement the activities carried on by the AAR and individual railroads. The ARMEA program will be coordinated with other industry efforts through the offices of C. A. Naffziger, head of the L&D prevention section.

Apparently, a motivating factor in ARMEA's planning is the feeling that L&D can be personalized to employees, much like safety programs have been. The editors see a need for a change in attitude, for greater concern, on the part of line personnel. They believe the L&D problem can be stated in terms of job security, and thereby hangs the hope for improving the attitude of employees.

To get their program under way the magazine editors have named a five-man committee, headed by Joseph Shallit, editor of Pennsy Magazine. This group, among other things, plans to prepare a series of 12 basic articles for monthly distribution to all railroad magazines. Many of these stories will emphasize the role of individuals in preventing damage — trainmen, yard clerks, freight agents, car inspectors and others.

The committee will also prepare a series of poster ideas for review by Mr. Naffziger's L&D section. The section will issue a series of six posters during 1962, and the editors have been invited to submit their ideas for consideration.

According to Mr. Shallit, these ARMEA posters will try a new approach, emphasizing the relationship between careful handling and job security. It's a case of dramatizing the connection between damage to freight and loss of customers; between loss of customers and loss of jobs.

"We're planning, for our poster purposes, to pick out some comical name and use it to identify the character who repeatedly mishandles freight. We hope it becomes a joking byword in yards and freight stations, one that will be pinned on individuals who merit it." Mr. Shallit said.

What the ARMEA program adds up to is an effort to instill new ideas and fresh concern about loss and damage. As a part of this work, some editors are considering slogan campaigns which can be handled on individual roads, and there has been some discussion of the idea of a national contest between the top winners on each road.

The magazine editors hope, of course, that their efforts will be supplemented by enlarged promotional efforts of other kinds, especially at the local level. Mention has been made of such things as letters on better freight handling, sent to employees' homes; special meetings in yards and freight stations; talks by shippers before employee groups, and displays of actual shipments that have been damaged on the particular railroad.

As Mr. Shallit summed it up in his report at the ARMEA meeting: "With all guns firing at the same time—the articles, the contests, posters, meetings and other promotional activities—we can make certain that every employee knows that a new, intensive and determined effort is under way, and, for his own good, he'd better become part of it."

The ARMEA meeting at which the L&D program was discussed was directed by John J. Knifke of the Santa Fe, outgoing president of the association. His successor for the coming year is Robert J. Schiek of the EJ&E. Other new officers for 1961-62 include A. E. Brinkley, B&LE, first vice-president; John W. Tilsch, Santa Fe, second vice-president; William Girgash, C&O, secretary, and Paul A. Blauvelt, Long Island, treasurer.

Jenks: One Big Common Carrier Association for All

Downing B. Jenks, president, Missouri Pacific, has called for "an association of common carriers to take over many functions of the Association of American Railroads and the American Trucking Associations."

He told the Trans-Missouri-Kansas Shippers Advisory Board that his proposal is "wishful thinking, if not rank heresy" but added that cooperation within the transportation industry "deserves a better trial than it has had so far."

Mr. Jenks said that the formation of the Committee Against Unauthorized Transportation is an encouraging development. "Success in this venture may help convince the various segments of transportation, whose interests seem so often to conflict, that cooperation will work if it is tried."

MoPac's president declared that in the Transportation Act of 1958, "the railroads got what the ATA agreed to let them have. As time goes by, more and more carrier executives are finding more common problems. As we find common solutions we will make real progress. But there must be compromise.

"The troubles of the entire transportation industry are great enough so that there is a better chance of a common approach to legislative and service problems. As the various modes learn to work together and go to Congress together, I feel we can get something done legislatively for the good of all of us."

Dividends Declared

AKRON, CANTON & YOUNGSTOWN.—30¢, payable Oct. 15 to holders of record Sept. 15.

ATLANTA & WEST POINT.—$2, paid Aug. 1 to holders of record July 26.

BANGOR & AROOSTOOK.—10¢, quarterly, payable Sept. 29 to holders of record Sept. 14.

BEECH CREEK.—50¢, payable Oct. 2 to holders of record Sept. 15.

CHESAPEAKE & OHIO.—$1, quarterly, payable Sept. 20 to holders of record Sept. 1; 3½% convertible preferred, 87½¢, payable Nov. 1 to holders of record Oct. 6.

More Job Protection Proposed

Extension of the principle of job protection to employees adversely affected by technological and organizational changes has been recommended by an emergency board. The recommendation came in the report of a board appointed by President Kennedy to investigate a dispute between the Southern Pacific and those of its employees who are represented by the Order of Railroad Telegraphers.

Finding no basis for distinguishing between the needs of railroad employees laid off as a result of mergers or coordination projects and those adversely affected by technological or organizational changes, an emergency board has recommended that the SP and the ORT negotiate arrangements for extending job protection to the latter. Employees affected by mergers, coordinations or abandonments are already protected by the so-called Washington Agreement of 1936 and the Transportation Act of 1940.

The emergency board report was submitted to President Kennedy September 15. Members of the board were Chairman Harry H. Platt, Hubert Wyckoff, and Morrison Handsaker. The dispute involves ORT demands for new working-agreement rules, including a stipulation that no position in existence on April 1, 1958, would be abolished except by agreement with the union.

The board recommended that the demands be withdrawn. It also recommended that, "as a minimum," the parties agree on a rule which would require reasonable advance notice to ORT "of any contemplated abandonment of station service, job abolishment, or material change in work methods involving employees covered by the telegrapher agreement. Another recommendation was that the parties try to get together on employment-stabilization measures, "which do not have the effect of freezing existing jobs or vesting veto powers over vital managerial decisions in the union."

Such measures were listed in the report as: retraining of employees for new or different jobs; giving preference to displaced employees for new positions; reducing hiring until regular employment is assured displaced employees; broadening seniority units to increase job opportunities for displaced employees; limiting job abolishment to an agreed number per year; specifying minimum employment by agreement; reducing working hours; providing income security; giving advance notice and consulting over material changes in work, methods and functions.

As to its recommendation that job protection be extended to technological and organizational changes, the board called it "justified in the context of the times." The report added:

"There is little difference between displacement caused by technological and organizational change and that caused by consolidation and line abandonment. They produce the same conditions of personal hardship, dislocation and income insecurity. The essential objective of our national transportation policy is to achieve an adequate, economical and efficient railroad transportation system. We believe this national policy comprehends as well the stability of railroad employment and fair and reasonable treatment of railroad employees. . . .

"We find no reason in equity or in logic for making a distinction between mitigating hardship and dislocation imposed on railroad employees through consolidation or line abandonment and hardship and dislocation imposed on them by technological and organizational change made by the carrier in the interest of efficiency."

Defense Capability Explored

Inventories of civilian transport capability and personnel are the key features of a seven-point program outlined last week for the National Defense Transportation Association.

The proposals came from W. B. Johnson, president of REA Express, in accepting the presidency of NDTA, to which he was elected at the Association's annual meeting in Denver.

"In any great national effort," Mr. Johnson said in part, "our transportation capability hinges heavily on effective use and coordination of the great common carrier systems of all modes of carriage . . .

"Yet in spite of impressive technological progress, common carrier industries of all types are in perilous financial condition, weak and insecure. Early action and great wisdom will be required if they are to be strong and efficient and at the same time exist as private enterprises."

As NDTA's contribution toward that end, Mr. Johnson advocated "all possible steps promptly to inventory our civilian transport capability" and "the same in the area of expert transportation personnel, establishing a plan for people as well as equipment to be ready for emergency mobilization and coordinated action." NDTA should insist, he added, "that national attention be given to action now to preserve and strengthen our common carriers, in private enterprise."

Other points in Mr. Johnson's suggested program dealt with NDTA's own national and chapter organizations and the relations between them.

Elected with Mr. Johnson were Walter F. Carey, president, Dealers Transit, Inc., as chairman of the board and Samuel D. Schell, attorney of Washington, D.C., as national vice president and general counsel. Col. Francis W. Carey, USA (Ret.) is director of the NDTA's national headquarters in Washington, D.C.

At NDTA's annual dinner, Sept. 20, the 1960 National Transportation Award was presented to Morris Forgash, president of U.S. Freight.

Earlier, the association heard AAR Vice President C. D. Buford declare that the railroad industry would be in better shape to meet a national emergency if it had not been hampered by government restrictions. Mr. Buford, pointing out that low earnings have made it impossible for railroads to put into general use a number of new technological improvements, blamed the "unsound national transportation policy and inequitable laws under which railroads are required to operate."

AAPTO Elects Officers At 98th Annual Meeting

The American Association of Passenger Traffic Officers, at their 98th annual meeting in Colorado Springs, on Sept. 20 elected the following officers for 1962: president, B. J. Grenrood, general passenger agent, New Orleans, IC; vice president, J. R. Getty, general passenger traffic manager, Richmond, SAL; chairman, executive committee, H. F. Eno, general passenger traffic manager, Denver, D&RGW; secretary-treasurer, B. D. Branch, CNJ, ret.; assistant secretary-treasurer, R. C. Buckingham, Pullman Co., Chicago.

AAPTO will combine its Interim and Annual meetings next year with the next annual meeting scheduled for New Orleans in September 1962.

LOCATE HIDDEN DECAY AND LENGTHEN POLE LIFE

OSMOSE INSPECTORS DIG FOR THE ANSWER

Regardless of species or original treatment, every older in-place pole is a prime target for groundline decay. Records prove it. And there's no short cut to inspection. It's literally a case of digging for answers. The first 18 inches will quickly tell the story to experienced OSMOSE Inspectors.

Inspection without treatment merely observes decay as it progresses. Often enough, such methods actually encourage decay. The OSMOSE method not only locates decay, but halts and prevents it. This is the big difference between common "inspection-only" practices and the OSMOSE Inspection and Treatment method.

Hundreds of utilities know that the OSMOSE way is the only sure, safe way to keep older poles standing for many more years of trouble-free service. And the cost is remarkably low. Actual field reports show that the OSMOSE Inspection and Treatment Program can pay for itself if only 3 to 6% of your older poles can be saved from becoming "rejects". Get all the money-saving facts, write: Osmose Wood Preserving Co. of America, Inc., 981 Ellicott St., Buffalo 9, N.Y.

OSMOSE

SERVING RAILROADS SINCE 1935

Letters

'Mail Early—Bill Early'

New York, N.Y.

To the Editor:

New York City postal authorities are trying, with some success, to persuade business and industry to mail as many letters as early as possible each day, instead of waiting until nearly 5 p.m. to dump all their correspondence into the chute. The purposes of the campaign are: 1) to expedite movement of mail; and 2) to permit day forces to clear as much mail as possible, thus reducing the number of employees needed on the night shift.

Why couldn't railroads undertake a similar campaign to persuade industry to "bill early"?

In many cases, industrial sidings will not accommodate as many cars as the company may have occasion to load in a single day. This requires the serving railroad to switch loads out during the middle of the day and place new empties for loading during the afternoon. Yet for at least 45 years, to my personal knowledge, it has been general industrial practice to wait until closing time, or close to it, to furnish billing on cars loaded during the day.

Under this system, the local railroad agent receives his billing around 5 p.m., just as the New York post office receives at that time mail which may have been written around 10 a.m. The agent then sets his bill clerks to work, at overtime pay, or gives the work to a night force which he may employ only for this purpose. In any event, the shipper practice of holding billing until about quitting time always has caused added expense to the carriers.

That added cost is going higher and higher each year. Hourly railroad clerical wages have increased $1.03 since 1948; 60½ cents since 1955.

I know some industries which have enough track space not to require midday switches which have historically held their billing until after the end of each working day. This not only requires the railroad to pay overtime or hire a night bill clerk, but forces it to switch the plant at night. At certain places, at least, railroads could dispense with night switch crews if plants could be switched by day crews.

Following the New York postmaster's idea, and considering the availability of modern office machinery, it seems to me many shippers could, with no real cost or inconvenience to themselves, furnish billing at least twice a day—say at noon, when cars loaded in the morning are switched, and again just before 4 p.m. for all cars loaded up to that time, allowing those still to be loaded to be held overnight. In the long run, everyone would save money, and service would probably improve, because, the earlier the billing, the earlier cars could be put into outbound road trains.

This is a chance to modify another old habit which doesn't fit in with, and may in fact be retarding use of, modernized yards and schedules.

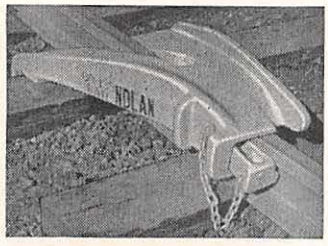
Every argument against shippers undertaking to furnish earlier billing can be answered by the observation that they do not begin to load cars until they know exactly where the shipment is going, and to whom. With such information in hand, why should shippers delay completion of the transaction by withholding billing any longer than necessary?

Traffic managers who would take advantage of early billing possibilities might save their companies enormous amounts of money by making possible earlier collections from customers. And those who complain about railroads being behind the times might consider cooperating to the extent of coordinating their own out-of-date practices with the railroads' up-to-date plant.

E. V. Hill
Retired Chairman, Traffic Executive Association—Eastern Railroads.

TWO NOLAN RE-RAILERS

with outstanding service features!



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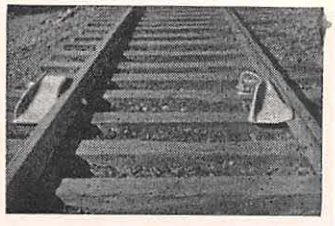
Model DW Rerailer for heavy-duty service. Will engage wheels at a greater distance from rails than any other type. A proven rerailer for diesel locomotives.



Nolan Model SW Rerailer

Model SW Rerailer for general use on diesel locomotives, freight and passenger cars of all types. Light weight; easily placed.

Write for Complete Catalog

THE NOLAN COMPANY

160 Pennsylvania St., Bowerston, Ohio

Better Future Seen

► **The Story at a Glance: Both common carrier transport and industrial traffic management are headed for a profitable and "exciting" future, if predictions made to the Pacific Coast Shippers Advisory Board come true.**

"By applying sound principles of business logistics, it should be possible to make more efficient use of our transportation facilities at much lower cost to the shipper, while giving the transport producer more generous profits."

That encouraging outlook for the future was presented to the Pacific Coast Shippers Advisory Board, at Los Angeles on Sept. 14, by K. M. Ruppenthal, director of Stanford University's Transportation Management Program.

Behind Mr. Ruppenthal's optimism was his contention that "today transportation is truly at a momentous turning point," with a "spectacular revolution taking place on three fronts."

"One phase of today's revolution," he said, "is technological. Tomorrow's transport will be vastly different, because of coordination, greater use of piggyback, containerization and specialized vehicles. . . . The total impact of these technological changes will make replacement of the coal-burning locomotive by the modern diesel seem like a relatively small change indeed!"

"The second prong of today's revolution" Mr. Ruppenthal placed "in the regulatory area." Conceding that, "in happenings having to do with Washington, it is not always possible to predict that things which logically should happen will necessarily take place," he nevertheless "ventured the thought" that "regulatory climate will become more logical and sensible."

Such a "new regulatory climate," he suggested, "should give railroads and truck lines and other common carriers authority to exercise their managerial ingenuity to a much greater extent. Each transportation company should be free to analyze its customers' total transportation needs to see how it may perform them better . . . to perform that service for which it is best equipped . . . to tailor its services to fit the needs of individual customers. If this comes about, both railroads and truck lines will be able to compete against their greatest common enemy—private trucking. . . . Given authority to compete and opportunity to use a little ingenuity, there is no reason why well-managed common carriers should not come out on top."

Mr. Ruppenthal devoted the bulk of his talk, however, to that "facet of the transportation revolution which in some respects may be the most important of all—the computer revolution." Computers, if properly used, have, he said, "amazing" possibilities in both transport operation and accounting.

They have, additionally, great possibilities in industrial traffic management, where they "have already made an impact, but where the computer revolution has scarcely begun." This lead Mr. Ruppenthal to encouraging words for his largely shipper audience, with the observation that the title of "traffic manager" may eventually be changed to "manager of logistics," carrying responsibility "for a whole array of functions that go to make up business logistics in the widest sense. . . . Few men will be more important in providing good customer service, reducing costs and increasing profits."

Such men, however, will need to be "well grounded in many fields, able to make good use of the best tools available, and to appreciate the full impact of their decisions." They will need "a well-rounded education, a knowledge of the capabilities and potential of transportation, and a sound awareness of their part in the world about them. They will need a broad background, including some knowledge of economics, marketing and finance. They will need a good understanding of the workings of various governmental agencies. But probably their greatest need will be ability to adapt to change."

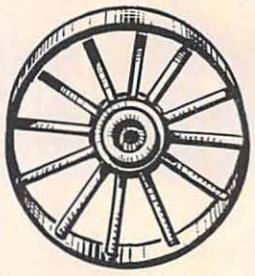
Such men, Mr. Ruppenthal concluded, will be charged with the task of studying—and correcting—areas in which our transport capabilities are going to waste, in which "millions of dollars" are spent unnecessarily, and in which "dozens of costly tasks" can be performed cheaper by machine or eliminated altogether.

C&O Changes 'Railvan' Name, Orders 12 More

The Chesapeake & Ohio has changed the name of its highway-railway vehicle from "Railvan" to "Roadrailer" and added 12 new units to its fleet now in mail and express service in Michigan.

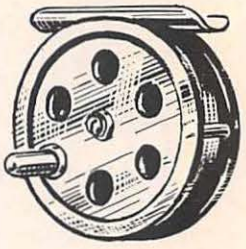
The new name, C&O claims, will be more applicable to the complete system when "flat," "tank," and "gondola" type carriers are developed. Up to now, manufacture has been limited to "box" or "van" type bodies.

The 12 new units bring the C&O Northern Region fleet to 20.



For shipping wheels

or steels



or fishing reels

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No matter what you ship call the nearest Santa Fe Traffic Office and let the "railroad that's always on the move toward a better way" go to work for you.

Santa Fe

You Ought To Know...

Best bargain of the year is claimed by the Bangor & Aroostook, which has just converted one of its high-speed Electro-Motive passenger diesels to a freight locomotive. Conversion work, which is estimated to have cost about $10,000, was done by BAR forces with EMD engineers as consultants. The road's one remaining passenger locomotive also will be converted as soon as possible, says W. Jerome Strout, BAR executive vice president.

Railroads are in danger—like George Washington — of expiring "without a struggle or a sigh," Louisville & Nashville President William H. Kendall told the 137th regular meeting of the Ohio Valley Transportation Advisory Board in Louisville, Ky. Mr. Kendall said that General Washington was bled four times on the last day of his life. "We may wonder," he continued, "how long his life might have been extended if, instead of being bled, he had been given blood transfusions and vitamins? . . . No valid excuse can be made for the legislative practitioners who allow financial lifeblood of the railroads to flow away by neglect, or by application of theories based on a completely outdated concept of transportation practice."

The "Association Way" of backing private higher education has been endorsed by Norfolk & Western President Stuart T. Saunders and four other leaders representing various forms of transportation. "Transportation and the Independent Colleges", a booklet published by the Independent College Funds of America, gives Mr. Saunders' views on the value of federated fund-raising as conducted by the nation's 40 State and Regional Associations of private colleges.

Erie-Lackawanna has lowered tracks under bridges, reduced the height of fences along the right-of-way, and installed a new bridge to achieve higher and wider clearances between Chicago and New York. E-L Vice President of Operations G. C. White says that the railroad is now the only one in the East with sufficient clearance to move fully-loaded triple-deck automobile cars to the Atlantic seaboard.

Automatic subway train is undergoing tests on the Grand Central-Times Square shuttle in New York City. Target date for operation of this "crewless" train, which may have an attendant, is October 2.

Plight of the railroads has been termed "a financial problem" by President W. Arthur Grotz of the Western Maryland. "The railroads have run out of working capital," Mr. Grotz told the Community Relations Committee of the Pittsburgh Railroads. He called for an "extraordinary and radical" tax relief program to alleviate some of the financial abuses under which railroads operate. Among proposed solutions, he stressed tax deferment to enrich working capital.

Faster car tracing for shippers is now being accomplished by the New York Central's "Trac." Two IBM Ramac file computers, one in New York and another in Cleveland, work with teletypewriter and tranceiver networks to keep track of 75,000 freight cars moving over the road's lines each day.

A joint rail-bus fare has been announced by C&NW for Chicago area commuters who ride feeder bus lines to off-line communities. Beginning Oct. 1, North Western's monthly flash type commuter tickets will also be valid on certain bus lines at a lower rate for the coordinated service than the present combined fares.

Clark Hungerford, chairman of the board and president, Frisco, is one of 60 prominent Americans who will leave New York Sept. 29, for a 10-day inspection tour of Radio Free Europe's broadcasting facilities.

That "containerization is a positive force in the transportation world of today" is the basic conclusion of a comprehensive study ("Freight Containerization") just completed by a group of Harvard Business School students for the Containerization Research Co., P. O. Box 7, Cambridge 38, Mass. The report concentrates on such problems as labor relations, design, traditional barriers, ownership and investment and government regulation. It indicates that containerization may become the nucleus for development of integrated transportation companies; recommends that, in general, containers should be owned by users or pools rather than carriers. Price of the study is $25.

Canada's non-op union officers are scheduled to meet Nov. 1 to approve a new round of contract demands to be presented to Canadian railways when present contracts expire at the end of the year.

Santa Fe and Post Office Department began joint tests of containerized mail handling between Kansas City and the Los Angeles area Sept. 20. A similar service, begun experimentally earlier this year, will soon begin on regular schedules between Chicago and Kansas City and the San Francisco bay area.

Automatic and remote control train operation, its present and future application will be the subject of a paper by J. W. Hansen, manager, headquarters sales, Union Switch & Signal, division of WAB-Co., at the first annual meeting of the Communication and Signal Section, AAR, at the Royal York Hotel in Toronto, Ont., Oct. 2-4. Technical advances in the engineering and manufacture of microwave equipment to meet today's tightened performance requirements will be reported by Robert F. White, supervising microwave engineer, Lenkurt Electric Co., Inc. Experience and progress with use of solid-state semiconductor devices will be described in a paper by F. George, assistant to executive vice-president, General Railway Signal Co.

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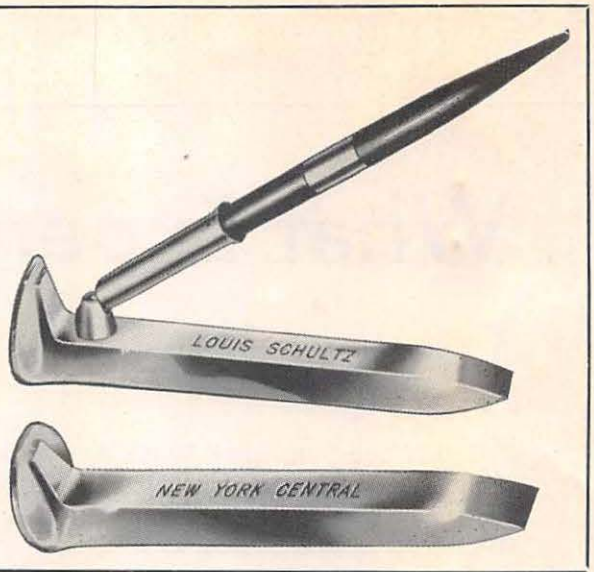

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What Experts Prescribe

The National Industrial Traffic League has been far too modest in the limited publicity it has given the comprehensive statement it made on August 25 to Commerce Secretary Luther Hodges, on proposed transportation legislation.

In a free society, the customer is—or should be—the boss. The transportation business ought not be conducted (as eight out of 17 members of the Senate Commerce Committee seem to believe), primarily to satisfy the prejudices of James Hoffa.

The opinions on transportation policy of the Teamsters, the American Trucking Associations, the inland waterway and coastwise carriers, the railway unions, or the Association of American Railroads—all are entitled to serious consideration, but only to the degree that they first take full account of the needs of the purchasers of transportation service.

Coming from the organization representing the largest and probably best informed sector of the patrons of transportation service, an authoritative statement by the League on transportation policy deserves careful attention from the very fact of its origin. But the August 25 communication merits widespread dissemination for stronger reasons than that—i.e., on the strength of its deep understanding and competence. Let's review the recommendations:

(1) *National Transportation Policy*—The declaration should include domestic air transportation. There should be no reference to "destructive competition"; nor should the statement of policy confer authority on the ICC which is "not contained in the substantive provisions of the statute." The ICC is unduly restricting the freedom of carriers to make competitive rates. This freedom should be extended (not curtailed, as proposed in legislation now pending in the Senate Commerce Committee).

(2) *Uniform Rate-Making Rule*—The rate-making rule should be identical in Parts I, II, III and IV; and consideration of the revenue effect of proposed rates should be limited to the carrier proposing the rates.

(3) *Repeal of Water-Favoring Clauses*—Section 305 (c) and part of Section 307 (d)—which direct or authorize the ICC to favor water carriers in competitive rate-making—should be eliminated.

(4) *No Prescription of Specific Rates*—The ICC should be limited to prescribing maximum and minimum reasonable rates, not being authorized to set specific rates, which may thereby deny a carrier "an inherent cost advantage which it might otherwise enjoy."

(5) *Suspension Period Reduced*—The maximum period of rate suspension should be reduced from seven months to 90 days (with an added period of 90 days permitted on further consideration).

(6) *Burden of Proof on Complainants*—When the complainant to a rate proposal is a carrier, or carrier association, the burden of proof should rest with the complainant.

(7) *Rate Bureaus' Protest Authority Limited*—An association of carriers, enjoying immunity under Section 5a, should be denied the right to protest rate action by one of its own members.

(8) *Equal Reparation Rule for All Carriers*—The same rule for reparation payments to shippers should be provided for carriers under Parts II and IV of the statute, as now apply under Parts I and III.

(9) *Equal Rates for Government Traffic*—Favoritism in rates for government traffic (except for traffic that has no commercial counterpart) should be terminated.

(10) *Diversification Should be Permitted*—One mode of transportation should be allowed to provide service by other modes, under ICC supervision, to preserve competition.

(11) *User Charges Advocated*—Each type of carrier should pay for the government-provided facilities it uses—with charges "reflecting the extent and character of the use."

The League also recommends adequate depreciation allowances "on rolling stock or other property"; the repeal of the passenger excise tax; and relief from "discriminatory taxation." It favors a single regulatory agency—the ICC—for all forms of transportation, which would not be "vested with any promotional duties or powers." It insists that the "right of business to engage in private carriage be preserved without change"; and that shippers continue to be allowed to engage cooperatively in forwarding operations.

There you have it. As indicated above, we're not 100% in agreement. (For instance, we believe the declaration about user charges and tax inequality should be stronger and more specific. We question the advisability of repeal of Section 22.)

GET THE WORD AROUND

But who expects perfection? If there is any one document on transportation policy (especially the freight end of it) that deals more competently with so many of the essential issues as this League statement does, it has escaped our notice. If Congress can come up with a new transportation act which shows anywhere near the insight and foresight that this N.I.T.L. letter does, then America will be lucky indeed.

The League enjoys a special position of experience and competence in this area. The more widely its recommendations are made known, studied and (in large measure) adopted, the better it is going to be for everybody—except, perhaps, for Khrushchev & Co.

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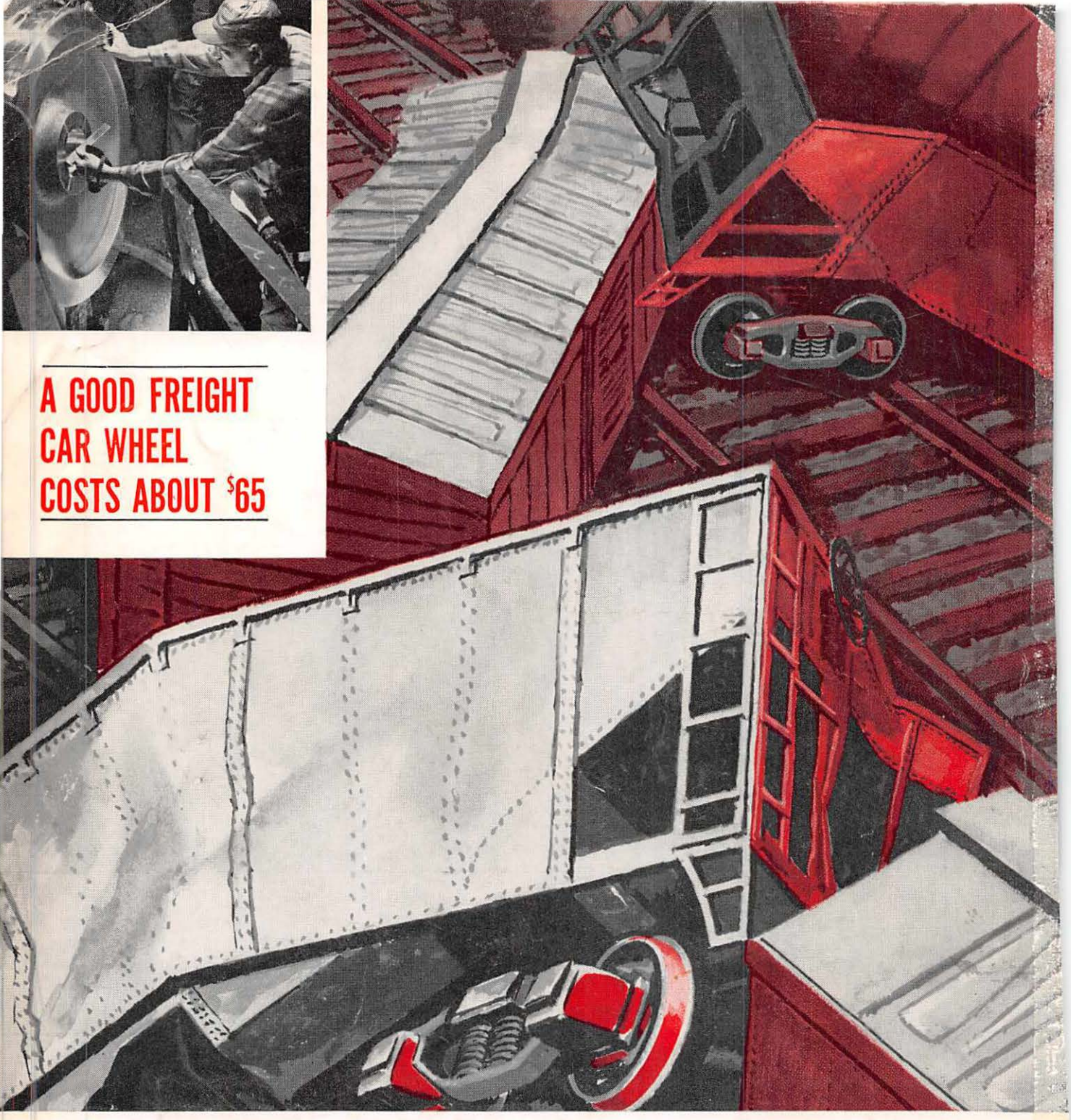

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